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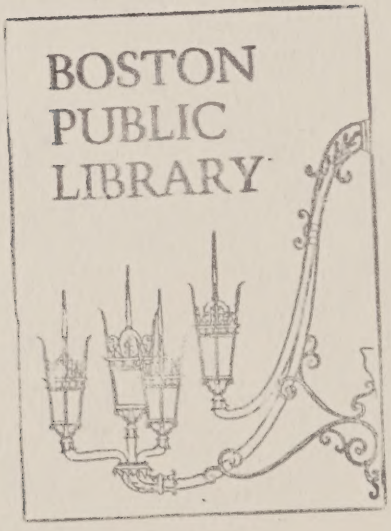
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A Report on Boston's Convention Market and the Expansion of Hynes Auditorium

Prepared for

CITY OF BOSTON
Kevin H. White *Mayor*

Boston Redevelopment Authority

Public Facilities Department

Peat, Marwick, Mitchell & Co.

Peat, Marwick, Mitchell & Co.

345 Park Avenue
New York, New York 10154

September 3, 1981

Mr. Robert J. Ryan, Director
Boston Redevelopment Authority
One City Hall Square
Boston, Massachusetts 02201

Mr. Donald B. Manson, Director
Public Facilities Department
147 Milk Street
Boston, Massachusetts 02109

Dear Messrs. Ryan and Manson:

Peat, Marwick, Mitchell & Co. (PMM&Co.) is pleased to submit this report on the demand for convention and meeting space in Boston and facilities options for meeting that demand. The attached report and appendices represent an extensive market survey of the convention industry in Boston and document the options explored during the course of this project.

As a result of this extensive market study, PMM&Co. believes that Hynes Auditorium should be renovated and expanded in order to capture convention business that can not be accommodated under present conditions.

The market study and interviews conducted were quite unanimous in the opinion that Boston is one of the most appealing cities in the country for a convention, with cultural and historic attractions cited as having special appeal. But the survey also revealed that current facilities for conventions in Boston were unsatisfactory or inadequate.

As proposed, the facility would be built largely on Ring Road property owned by the City of Boston and the Prudential Center. Therefore, without the support of the Prudential Center, the expansion could not proceed.

Preliminary cost estimates for a renovated and expanded Hynes Auditorium are approximately $25-$30 million ($18M-$23M for the expansion and $7M for the renovation). The City will have to retain an architectural/engineering firm to carry out the final design and provide final cost estimates, with special consideration given to the problems associated with building on Prudential Center property as well as over and above the Turnpike.

This proposed expansion should attract nearly double the number of conventions as currently take place to approximately 60 major convention and trade shows per year. Under these conditions, Hynes should be able to operate on a close to breakeven basis (exclusive of debt service).

The projected increase in conventions is also contingent upon the hotel construction now underway. With some 4,500 additional rooms under construction or planned by 1985, the City will have a hotel stock of sufficient size to assure the maximum utilization of the proposed Hynes expansion. Once increased convention bookings and the new hotel rooms have been absorbed by the market, the City would then be in a position to consider a second, larger facility. Thus, the

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current plan to expand Hynes Auditorium appears necessary to ensure the success of the hotel construction now underway.

Because of the unique tax structure of the Commonwealth of Massachusetts---with all sales taxes, hotel taxes and other user taxes flowing directly to the State--- there is little incentive for the City of Boston to divert needed funds to the Hynes expansion project. Direct economic benefits to the City of Boston are also diminished further by the operating losses (approximately $200,000) and the annual debt service ($200,000) for Hynes Auditorium.

None of the options for expansion that PMM&Co. considered generate sufficient cash to cover the debt service on the City's portion of the investment. This situation is true of most convention centers. In most other cities, however, either a special taxing authority or an implicit share of sales tax, hotel tax and other revenues is earmarked for the convention center and is used to fund the debt.

Therefore, the financing for the expansion and upgrading of Hynes should be provided primarily by the Commonwealth of Massachusetts. This obligation was recognized in 1980 when the State established a 70%-30% matching fund for convention facilities across the State. PMM&Co. believes that the recent recommendations of the Arena Committee that the State's convention facilities fund, which currently has only $7.4 million, be replenished to provide the 70 percent share

of the cost of the Hynes expansion program is appropriate. This action would make the cost sharing consistent with the benefits to be derived. The City in concert with the private sector would then be responsible for funding the balance of the development cost.

Of critical importance to the success of any Hynes expansion plans is proper promotion and marketing of the facility. The current budget for promoting tourism in Boston is noticeably smaller than in competing cities. To attain and meet competitive challenges a professional and aggressive marketing program must be maintained.

Likewise, the facility should be operated so that space is rented primarily to conventions and trade shows as opposed to gate shows. This would generate a high level of visitor spending and maximize the economic benefit to the Commonwealth while minimizing the need for parking. The City of Boston is committed to limiting the number of gate shows to the 22 events that currently take place each year. The number could be further reduced if a fund were established to cushion the facility's operating deficit. The reduction in gate shows would also relieve the need for parking which has been of major concern to the surrounding community.

It is noteworthy that the Arena Committee has recommended a program for supporting convention operating expenses and promotion of tourism in Massachusetts. The Arena Committee has recommended that one-tenth of the existing state-wide hotel tax in 1981 be set aside for promotion of tourism and financial assistance to operate

municipally owned convention facilities. Thus, the program recommended by the Arena Committee to fund promotion and operating expenses is of vital importance to the future growth and success of the convention business in Boston and Massachusetts as a whole.

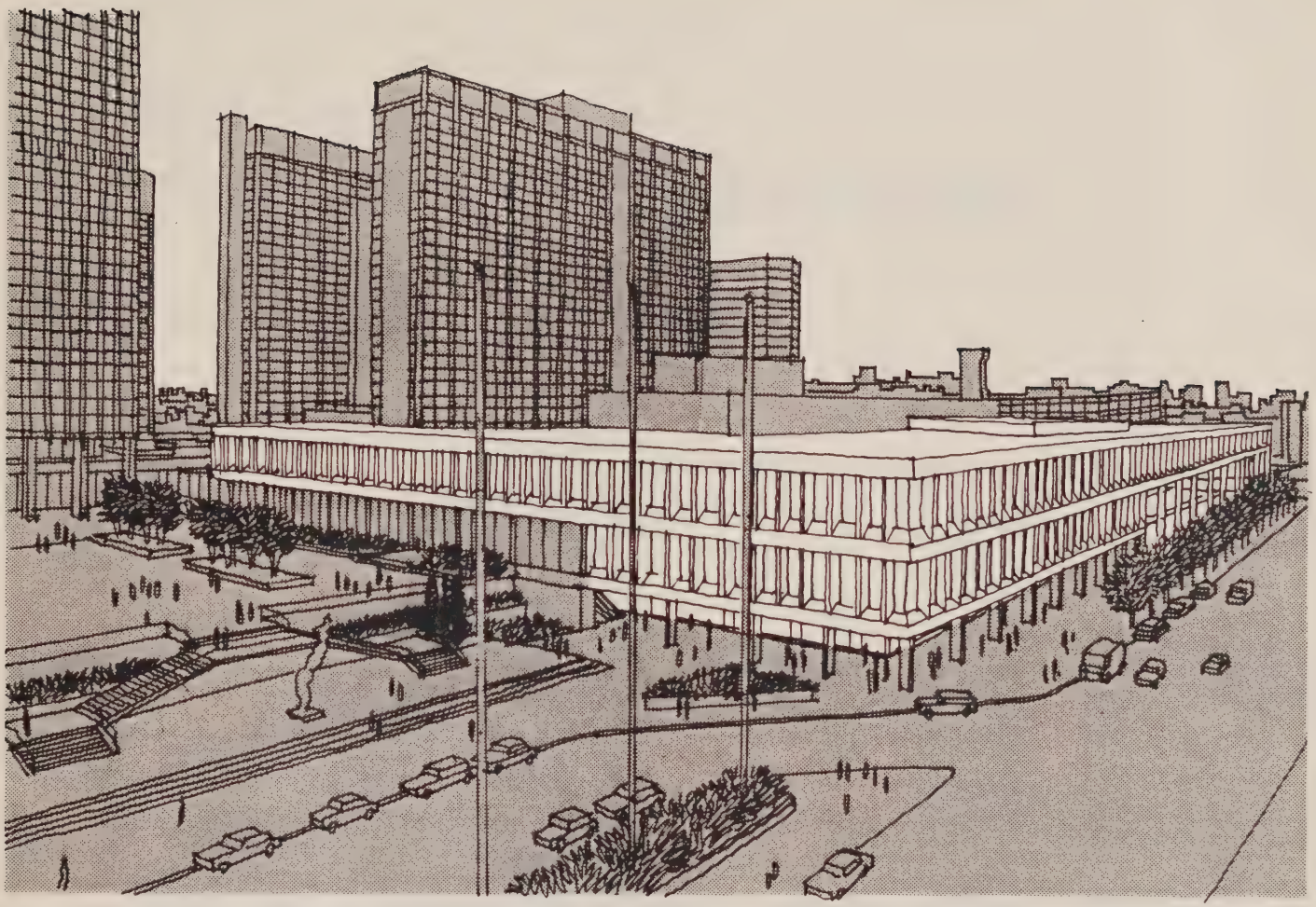
* * * * *

We appreciate having the opportunity to participate in this important study and look forward to working with you in the future.

Very truly yours,

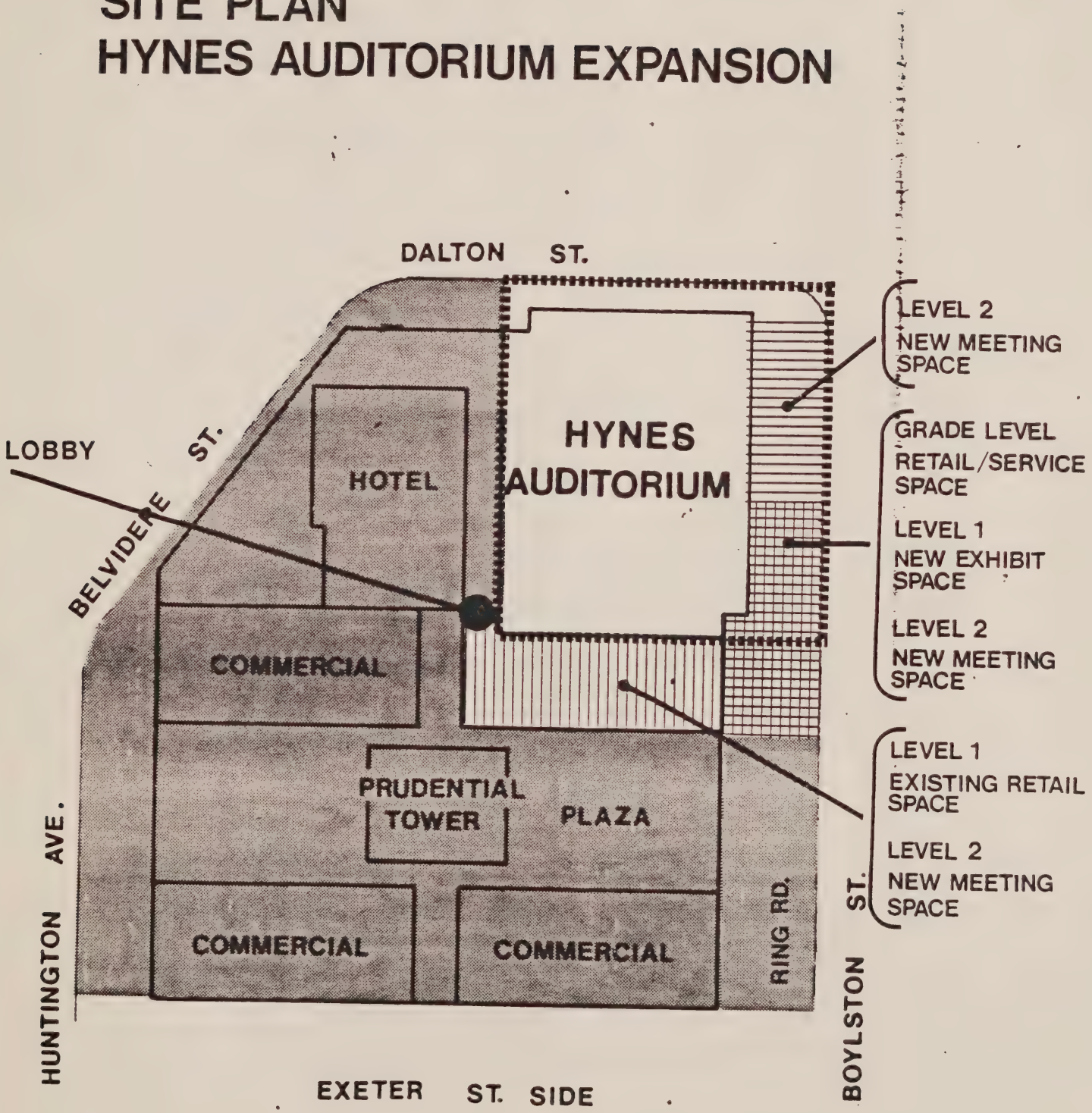
Peat, Marwick, Mitchell & Co.

PEAT, MARWICK, MITCHELL & CO.



Proposed Hynes Auditorium Expansion

SITE PLAN
HYNES AUDITORIUM EXPANSION



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I - EXECUTIVE SUMMARY

BACKGROUND AND OBJECTIVES

The existing convention and meeting facility of the City of Boston is Hynes Auditorium, a 15-year old facility that has not had any major renovation or upgrading in its lifetime. In recent years, the number of competitive convention facilities in other cities has increased considerably as has the marketing effort of those cities to attract conventions and trade shows. Concurrently, the increase in size of conventions has resulted in demand for larger exhibition halls, more meeting rooms and more hotel rooms. Associations that previously could be accommodated in Boston have had to look elsewhere to hold their annual meetings or conventions. As City and hotel/tourism officials became aware of Boston's adverse position in this market, various plans to increase the number of hotel rooms and to enlarge convention facilities were proposed. One of the plans involved the expansion of the existing facility at Hynes.

Before proceeding with the planned expansion of the Hynes Auditorium project, however, the Boston Redevelopment Authority and the City government sought to ensure that the Hynes project was, in fact, the appropriate means of meeting the public space needs of the City throughout the 1980's. Consequently, it was decided to review the City's requirements for all types of meeting space: convention, exhibition, meeting and sports/arena. Since Boston has limited

alternative locations (Hynes, North Station, South Station), it was decided to review existing plans and studies and prepare an analysis that provides BRA and the City with the information necessary to optimize the City's public space facilities mix.

ASSUMPTIONS

At the outset of this study, PMM&Co. was given certain conditions and assumptions under which the market study was to be conducted. These are as follows:

- That the primary purpose of expanding Boston's convention facilities is to attract out-of-town visitors and convention delegates, whose spending for lodging, food, entertainment and retail shopping would favorably impact the economies of Boston and the Commonwealth.
- That the sites under consideration would be limited to the Hynes Auditorium site, North Station and South Station.
- That hotel development would result in a 1985/1990 inventory of at least 5,000 committable convention hotel rooms.
- That at North Station, the General Services Administration (GSA) would utilize a tract of land in the southwest corner of the site with a primary facing on Lomasney Way.
- That the priorities of utilization of the North Station tract are first, the GSA building, second, a new sports arena and after that, convention use, office space, parking and retail use might be appropriately allocated.
- That Boston Garden would remain an operating facility during North Station development unless no option could be found to permit development of a new discrete arena facility.
- That the number of Gate Shows held at Hynes Auditorium would be limited to a maximum of 22 per year.

MARKET ANALYSIS

Based on interviews with and documentation received from Boston tourism officials and national convention experts, PMM&Co. developed a data base of 500 organizations that represent the potential convention-trade show market for the city of Boston. Although there are an estimated 25,000 associations that conduct annual meetings in the U.S., the following contraining factors were considered in estimating the market for a public convention facitity for Boston:

- Most conventions and annual meetings are within a size range that allows for them to be accommodated in major hotels (BRA estimates that only about 6,000 of the 25,000 annual meetings require larger facilities);
- Many organizations regularly meet in the same city every year (a one city orientation);
- Convention size may be either too large or too small;
- Many organizations prefer a warm weather climate;
- Many organizations have regional preferences; and
- Certain cities have greater drawing power for certain industries (e.g., Boston attracts a high percentage of medical, educational and scientific/high technology groups).

The Market Survey

A comprehensive telephone survey was conducted of 120 of the 500 organizations listed on the market data base (40 whose space requirements can currently be met at Hynes and 80 that are to large to fit into Hynes) to determine:

- Current and future meeting space requirements and configurations.
- Hotel room requirements.

- Attitudes about Boston and it's facilities as a convention-trade show host City.

- Likelihood and potential frequency of coming to Boston.

- Impact of competitive meeting facilities in the Northeast

Survey Findings

The major findings of the survey are as follows:

- The survey revealed a unanimous opinion that Boston is one of the most appealing cities in the country for a convention, but that the current facilities and supporting amenities were unsatisfactory or inadequate.

- The growth in the "middle market" sized conventions and trade shows should exceed that of the very large ones in the near future.

- The conventions most attracted to Boston (medical, educational, and scientific/high technological) generally appear to need a moderate amount of exhibition space and a sizeable amount of meeting room space.

- The exhibition hall at Hynes (75,000 NSF) could accommodate slightly more than half of the survey respondents in 1990, while to attract approximately 80% of this group exhibition space would have to be doubled.

- Survey respondents appeared to agree on the importance of having exhibition space all on one level, preferably 80,000 NSF. (Hynes currently has 45,000 NSF at the Plaza Level and 30,000 NSF at the Second Level.)

- The majority of survey respondents (84%) could be accommodated in a 5,000 seat auditorium (Hynes seats 5,000 persons).

- Survey respondents generally expressed that their meeting room needs are greater than is currently available at Hynes. 64% of survey respondents will require 40 or fewer meeting rooms in 1990, 12% will require more and 26% could not estimate their needs. (Hynes currently has 20 meeting rooms).

- Survey respondents expressed a requirement for comfortable meeting rooms with reasonable amenities. The majority of meeting rooms at Hynes are created from exhibit space through the use of movevable walls.

- Boston has an existing hotel room supply of approximately 7000 rooms. An additional 4500 rooms are expected to be added in the next three to four years. This hotel room expansion should largely alleviate the hotel room capacity component of attracting convention business. Nevertheless, even with 12,000 rooms by 1985, Boston will not be able to compete with the capacity provided by such cities as New York, Las Vegas, Miami and Washington, DC.

- Interviewees expressed negative perceptions concerning harsh winter weather and large city mobility problems that make proximity of hotels to the exhibition and meeting areas important.

SITE CONSIDERATIONS

PMM&Co. evaluated potential sites at North Station and South Station as well as Hynes Auditorium. For this part of the study, PMM&Co utilized the services of the space programming firm of Curtis and Davis, Inc. to assist us in the technical site and space programming analyses.

South Station was found to be unsuitable for a convention site at this time due to concern about the impact of adding a convention facility to the multiplicity of uses currently planned at the site (bus, 'T', commuter rail, office and hotel), high premium construction costs of above grade construction, and difficulty of truck servicing access to an above grade convention facility.

North Station has inadequate space for vehicle and pedestrian circulation once the planned GSA office building and new arena were programmed onto the site and convention facility was added. Furthermore, there would be high premium construction costs

(additional costs) added to the arena if it had to be built up above grade to accommodate servicing to the convention center below. An additional consideration was the lack of major convention hotels within close proximity to North Station.

Hynes Auditorium was deemed the most appropriate site for further analysis of expansion alternatives. Within the immediate area of Hynes Auditorium are the City's major convention hotels and the projected hotel supply provides an opportunity for Boston to concentrate on attracting medium sized convention groups.

FACILITY OPTIONS

Using the results of the market survey, PMM&Co. developed the following three possible facility options and calculated market capture rates, development costs and financial operating estimates for each.

- Option I: No/Minor Renovation
- Option II: Major Renovation/Expansion
- Option III: Extensive Double Size Expansion

Evaluating criteria, including market estimates and capture rates, estimated operating costs, site considerations and development costs identified Option II, Major Renovation/Expansion, as the best alternative.

Option I provided projected market capture rates for 1990 lower than at Hynes currently. Additionally, significant annual operating

deficits (e.g., $188,000) were estimated even though construction costs were estimated to be low ($7 million).

Option III provided market capture rates (11.3% and 11.6%) that appear insignificantly higher over those projected for Option II (10.3%). Additionally annual operating deficits for Option III were estimated to be around $500,000 per year and construction costs were estimated to be prohibitively high.

Option II provided relatively high market capture rates, lower development costs, and a projection of operating income [Option IIc] indicating that this alternative is the most feasible for Boston at this time. The two tables below show the space configurations and evaluating criteria that were utilized in the analysis of Option II.

OPTION II
MAJOR RENOVATION/EXPANSION
SPACE CONFIGURATIONS

	Exhibition Space		
	Size	Levels	Meeting Rooms
Option IIa: Second Level Meeting Rooms	75,000 NSF	2	62,000 NSF
Option IIb: Single Level Exhibit/Meeting Rooms	80,000 NSF	1	62,000 NSF
Option IIc: Bi-Level Exhibit/Meeting Rooms	110,000 NSF	2	62,000 NSF
Hynes Currently	75,000 NSF	2	12,000 NSF

OPTION II
MAJOR RENOVATION/EXPANSION
EVALUATING CRITERIA

	Capture Rate	Development Cost(1)	Operating Income (Deficit)
Option IIa: Second Level Meeting Rooms	8.17%	$14.2 million	$(29,000)
Option IIb: Single Level Exhibit/ Meeting Rooms	10.3%	22.0 million	(113,000)
Option IIc: Bi-Level Exhibit/Meeting Rooms	10.3%	28.0 million	87,000

(1) BRA/Public Facility Department cost estimates are 20% higher than those estimated by PMM&Co. and Curtis and Davis.

RECOMMENDED OPTION

PMM&Co. recommends space program Option IIc, a bi-level exhibit/meeting room addition, with slight modifications, in order not to interfere with Prudential's Plaza level commercial space, as the best convention facility expansion plan for Boston at this time. Option IIc was analyzed by PMM&Co., Curtis and Davis, Inc. and BRA officials for applicability to the site and responsiveness to the determined market as well as considering the needs of the Prudential Center. Accordingly, based on this analysis, the original space program for Option IIC was slightly modified. The resulting recommendation is summarized below.

- Basic refurbishing of Hynes including a new HVAC system.

- o 60,000 NSF exhibition space on the Plaza Level and 30,000 NSF exhibition space on the Second Level (Currently Hynes has 45,000 NSF on the Plaza Level and 30,000 NSF on the Second Level. Option IIc, prior to modifications, called for 80,000 NSF of exhibition space on the Plaza level).

- o A total of 62,000 NSF of permanent meeting rooms (Currently 12,000 NSF).

- o An additional lobby on the second level.

- o Improved grade level service access.

This proposed facility should have a capture rate of around 10% which is almost twice the current capture rate, attracting approximately 60 major conventions and trade shows per year and be able to operate on a close to break-even basis (exclusive of debt service). Because of fewer premium construction costs than estimated for Option IIc, BRA has estimated development costs at about $25-$30 million ($7 million for renovation and $18-$23 million for new construction).*

BRA will now have to work closely with the Prudential Center to more firmly develop this alternative, its costs and possible modifications considering Prudentials' future needs and the difficulty of building near or above the turnpike.

As a consequence of the preceding problems, the final configuration will require more detailed architectural/engineering analysis. In addition, BRA will have to negotiate a land use agreement with the Prudential Center. During this negotiation and

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* The cost of Option IIc allowing for a 20% increase to reflect BRA/PFD's higher cost estimate is $28-$33.6 million.

design process, the City should maximize the amount of Plaza level exhibit space in order to accommodate the larger meetings. The final design should also optimize the layout of a new lobby, meeting and service space to facilitate the joint use of Hynes for several concurrent events as well as update the preliminary cost estimate of $25-30 million.

The space layout for this recommended option appear as Attachment L in the Appendix.

FINANCING THE HYNES EXPANSION

Because tax revenues generated by conventions flow directly to the Commonwealth of Massachusetts there is little incentive for any city in Massachusetts to finance expansion of their facilities. Cities receive a small proportion of the economic benefits generated by convention business. In Boston, for example, the City must provide funds to cover the operating losses of Hynes Auditorium ($200,000 per year) and the facility's annual debt service ($200,000).

In 1980, the State made funding available, on a 70 percent/30 percent matching basis, to Massachusetts municipalities which were carrying out expansion of convention facilities. The fund established by the State for this purpose presently has $7.4 million. (Worcester received $10.6 million, Springfield $8.0 million and Lowell $4.0 million).

PMM&Co. believes that the recent recommendation of the Arena Committee that the State replenish the convention facility fund to

assist Boston (on a 70/30 percent matching fund basis) with the renovation/expansion of Hynes Auditorium is appropriate. That would make the cost sharing consistent with the benefits to be derived.

MARKETING AND PROMOTION

Of critical importance to the success of the Hynes expansion is proper promotion and marketing of the facility. The current budget for promoting tourism in Greater Boston ($750,000) is noticeably smaller than in competing cities. To attain the estimated capture rate and to meet competitive challenges, a professional and aggressive marketing program must be maintained.

Therefore, we agree that the recent recommendation of the Arena Committee that a portion of the state hotel tax be allocated to assist in the promotion of convention business in Boston is reasonable.

We also feel that the recommendation of the Arena Committee that a portion of the hotel tax be utilized to cover the operating deficit of Hynes is appropriate. This program would generate tax benefits far in excess of their cost to the Commonwealth because it would enable the City to rent space to conventions as opposed to gate shows. While conventions pay lower rental than gate shows, they generate a high level of visitor spending and therefore State tax benefits. The City is committed to renting space to no more than 22 gate shows annually. This number could be further reduced if there was a program to underwrite a portion of Hynes operating deficit.

Minimizing the number of gate shows would also have a positive impact on the neighborhood. These events in contrast to conventions generate significant demand for parking. Reducing the number of gate shows would therefore, eliminate the need for parking which these events create.

II - MARKET DEMAND ANALYSIS

APPROACH AND METHODOLOGY

The primary objectives of the study were to:

- Update BRA demand studies and redefine Boston's convention and trade show potential market.
- Estimate, based on market demand study results, the required exhibition, meeting room and auditorium space, and hotel room needs that would accommodate demand for at least ten years.
- Review and evaluate the existing development plans in view of the results of the demand study and estimated space requirements under various scenarios with estimates of construction cost, highlighting premium construction elements.
- Determine the appropriateness of proceeding with the Hynes expansion plan by recommending the best development strategy (location, facilities, timing and costs) for the City, to include the best location or locations for the recommended facilities mix.

We conducted the study in three phases:

- Update BRA demand studies, redefine Boston's market and inventory space requirements and support services.
- Evaluate and analyze alternative sites and plans.
- Develop recommendations.

Throughout the study, PMM&Co. utilized the services of the space programming firm of Curtis and Davis, Inc. to assist us in the technical site and space programming analyses.

To accomplish the objectives stated above, the study included the following tasks:

- Review of all prior studies including existing market study and site development data.

- Redefine Boston's potential market by applying a "constraining factor" analysis (a consideration of factors that might limit Bostons' market) to the national market and determine the City's potential capture rate in 1990 under different facility configurations.

- Conduct a market study of 120 associations representative of Boston's current and potential market.

- Interview convention and exhibition industry managers with national expertise and familiarity with other major meeting facilities.

- Analyze and review major comparable facilities in cities such as New York, Detroit, Anaheim, Seattle, Philadelphia, Washington, D.C., Miami and Baltimore.

- Interview Boston government, tourism, hotel and service organization officials, and Prudential Center executives and planners.

- Analyze the existing development plans for the three sites being studied.

- Determine exhibition, meeting room and auditorium space requirements for Boston.

- Determine development options with a space programming analysis, estimated capture rate, operating revenue and expenses and construction cost for each.

PRELIMINARY MARKET ASSESSMENT

Review of Work Completed

The issue of expanding Boston's convention facilities has been addressed on numerous occasions over the past several years. Critical to determining the best size and configuration of a facility is an understanding of the convention, trade show and gate show market for

which Boston can compete. Several prior studies have addressed this issue and made substantial progress. PMM&Co. utilized these studies as reference or background information, including:

- o Expanding Boston's Convention Facilities, BRA Planning Department, April 1979.
- o Hotel and Convention Center Demand and Supply in Boston, BRA Research Department, March 1979.
- o The Characteristics of Boston's Convention Market, BRA Planning Department, May 1979.
- o Evaluation of Proposed New Arena and Convention/ Exhibition Facilities, Economics Research Associates, November 1977.
- o A Growth Strategy for Boston's Hotel and Convention Industry, BRA Planning Department, May 1977.

Refinement of Boston's Market

Convention industry experts such as officials of the International Association of Convention and Visitors Bureaus and the publishers of "Successful Meetings" magazine agree that the precise number of associations in the United States cannot be determined, but the number most frequently cited is 25,000 associations. Most of these associations conduct annual meetings. However, there are certain constraining factors that significantly reduce the number of association meetings that comprise the potential market for Boston and its convention facilities. These constraining factors are:

- o Hotel based. The vast majority of the convention market is within a size range that can be fully accommodated within the hotel facilities of a convention city. This is generally preferred since most hotels donate meeting rooms and exhibition space at no additional charge in return for the food, beverage and lodging business received; while, on the other hand, public meeting space must be rented. (BRA estimates that approximately 6,000 association meetings are facility based.)

- o Convention Size. Many associations are so small that they can be accommodated in a restaurant, motel or other non-specialized commercial facility. Other associations are so large that they can meet only in the largest of facilities and/or cities.

- o Geography. Some associations, especially international groups, are widely dispersed and do not conduct annual meetings.

- o One city orientation. Some associations choose to meet in the same city every year, and consequently should not be included in the potential markets of other locations.

- o Warm weather climate orientation. Many groups seek to combine the business aspects of an annual meeting with a vacation atmosphere. Consequently, many conventions are regularly held in warm weather sites during winter months.

- o Industry orientation. Some associations choose to hold their annual meeting only in cities serving their specific industry.

Working with the Master Bulletin of the International Association of Conventions and Visitors Bureaus (IACVB), and previous research of Boston Redevelopment Authority officials, Boston hotel industry leaders and the Greater Boston Convention and Tourist Bureau (GBCTB) executives, PMM&Co. applied the constraining factors cited above to develop a data base of approximately 500 organizations that represent the potential convention-trade show market for Boston (the identified Boston market).

Our data base includes such information as current exhibition, meeting room and hotel room space requirements and the current number of meeting attendees for each organization. Attachment A in the Appendix shows a list of the identified market.

Unlike conventions or trade shows, gate shows are promotional or sales exhibits open to the public for an admission fee. They are mostly local in nature and require minimal hotel and restaurant support. Consequently, because of their special local nature, they have been excluded from this data base and will be addressed separately in this report.

MARKET DEMAND SURVEY

Survey Sample

To assess the potential future market demand for a Boston convention-trade show facility and to subsequently develop market capture rates and space requirement estimates, PMM&Co. conducted a telephone market survey. The survey sample was taken from the approximate 500 organizations which make up the identified Boston market discussed above. The survey sample included:

- forty organizations whose space requirements can adequately be met at Hynes Auditorium as it is currently configured (Group A); and
- eighty organizations whose space requirements cannot adequately be met at Hynes Auditorium as it is currently configured (Group B).

Survey Design

The telephone survey questionnaire, which appears as Attachment B in the Appendix, was designed to determine:

- current and future (1990) meeting space requirements;

- attitudes toward Boston as a convention-trade show host and toward the Hynes Auditorium facility;
- preferences toward various configurations of exhibition space (e.g., one level versus two levels, etc.);
- attitudes toward proximity of hotel and auditorium/arena facilities to exhibition and meeting room facilities;
- planning procedures for where, when and how often individual meetings are scheduled;
- the likelihood of organizations utilizing a Boston meeting facility; and
- the likelihood of organizations utilizing new meeting facilities in the Northeast.

Survey Tabulation

The first phase of survey tabulation was to show the percentage responses to each part of each question. This preliminary tabulation is shown as Attachment C in the Appendix. Prior to conducting further analysis of survey findings, certain organizations were called again to clarify specific questionnaire responses. Accordingly, tabulations conducted subsequently show revised survey results.

In the second tabulation phase, certain survey questions were pinpointed to be cross-tabulated with other questions to better define significant questionnaire responses. These cross-tabulations appear in the Appendix as Attachment D.

STUDY TERMINOLOGY

Following are definitions of convention/trade show industry related terms that are used throughout this study.

- Convention - A meeting generally held in a hotel and centered around the membership of a local, regional or national organization. A small percentage of the total market requires a large facility consisting of a stage, auditorium, exhibit hall, meeting rooms, and banquet halls. These should be in proximity to first-class hotels, shopping, restaurants, and the airport. The majority of visitors are from out of town; parking, therefore, is not critical. Of the total exposition hall business, two-thirds is of a convention nature.

- Trade Show - A meeting of a professional group, not open to the public, where registration is required. As with a convention, a large proportion of these meetings take place in hotels. If a meeting hall is required it should contain a large exhibit area for booths and display areas, and meeting rooms. Hotel rooms and banquet halls in proximity to the exhibit hall are desired. Approximately 75% of the visitors come from within a 200-mile radius; adequate parking is a necessity.

  Trade shows tend to have a large regional attraction. In Boston, medical, educational, and electronics are the major types of trade shows attracted to this region. The average trade show booth is 10' x 10' (100 square feet). One assumes that one-half of the gross floor area of an exhibit hall is available for booths (excluding common areas). Thus, a 100,000 square foot arena can handle a 500-booth show. Most trade shows need only 40-60,000 square feet for 200-300 booths.

- Gate Show - A promotional/sales exhibit open to the public for a fee. A large exhibit space is needed as is adequate access and parking. The majority of visitors come from the metropolitan area. Gate shows, therefore, in contrast to conventions and trade shows, generate significantly less impact on the local economy (i.e., hotels, restaurants, trasportation, etc.).

- Committable Hotel Rooms - The number of rooms that a hotel will allow to be reserved in advance for a convention. Convention plans are generally made at least a couple of years in advance and hotels will only commit a certain number of rooms for such advanced reservations. Usually a hotel is willing to commit slightly less than 50% of their total rooms for advanced convention bookings. It is estimated that Boston currently has 3,200 committable hotel rooms.

- Gross Square Feet (GSF) - The total square footage within an exhibit hall including space used for pedestrian circulation, service areas, etc.

- Net Square Feet (NSF) - The rentable square footage of a room considered for a specified use. For exhibition space usage the net square footage is estimated at 50% of the gross square footage. This method of calculation eliminates such other space uses as pedistrian circulation and service areas that cannot be rented for exhibit booths. Accordingly, for meeting rooms, net square footage is estimated at two-thirds of the gross square footage. The space needed for circulation is less than that of an exhibit hall.

BOSTON'S CAPTURE RATE WITHIN THE IDENTIFIED MARKET

Based on market research findings, PMM&Co. developed facility size and configuration options to estimate the future convention space needs for the City of Boston. Market capture rates and estimated operating costs and revenues were then calculated for each facility option. Subsequently a recommended space configuration was pinpointed.

Market Research Findings

Below is a summary of PMM&Co. research findings as they relate to facility size and configuration.

1. General Size Considerations

   - Growth in the "middle market" sized conventions and trade shows should exceed that of "very large" ones in the near future due to:

     - the trend to "regional" meetings, especially in trade shows where product markets vary by region and shipping costs are significant for products sold;

     - specialization, especially within the medical and educational industry groups;

- significant increases in airfare and hotel costs;

- the "spin-off" concept in trade shows where technological advances and new product developments reach a stage that product groups can conduct their own shows; and

- conflicts in booking the limited number of very large facilities.

o Conventions (especially the industry groups most attracted to Boston: medical, educational and scientific/high technology) generally appear to need a moderate amount of exhibition space and a sizeable amount of meeting room space.

o Trade and gate shows generally need larger amounts of exhibition space and less meeting room space.

2. Exhibition Hall Considerations

o The exhibition hall at Hynes (75,000 NSF) could accommodate slightly more than half of the survey respondents in 1990, while to attract approximately 80% of this group, exhibition space would have to be doubled.

o 43% of survey respondents requiring 150,000 NSF or less of exhibition space in 1990 reported that two levels (versus one level) would not be acceptable.

3. Auditorium/Arena Considerations

o 84% of survey respondents could be accommodated in a 5,000 seat auditorium in 1990 (83% of those requiring 150,000 NSF or less of exhibition space).

4. Meeting Room Considerations

o The market segment identified for Boston is meeting room intensive. Survey respondents generally expressed that their meeting room needs are greater than is currently availably at Hynes.

o 64% of survey respondents will require 40 or fewer meeting rooms in 1990. 12% of survey respondents will require more than 40 meeting rooms in 1990. 24% of survey respondents did not respond to this question.

- o 33% of survey respondents, for their largest meeting room requirement, could be accommodated in a meeting room with a seating capacity of 1,000 or less, while 47% would require a larger room (20% did not respond to this question).

- o Currently hotels proximate to Hynes are needed to provide a number of meeting rooms in the 800 to 1,800 seat range that cannot be accommodated conveniently at Hynes.

- o The majority of meeting rooms should be used exclusively for meeting room use with appropriate amenities (carpeting, audio-visual equipment, lectern or stage) rather than concentrating on dual use as additional exhibition space.

- o There should be considerable flexibility in the capability to subdivide meeting room space to accommodate a variety of capacities. The majority of smaller rooms should be fixed in size and the larger rooms made flexible for subdivision in multiple smaller units.

5. Comparative Facility Considerations

- o Exhibit I on the following page shows the size of major U.S. meeting facilities with 100,000 GSF or more of exhibition space.

  - Hynes as it is currently configured, based on size of exhibit space, is in the top of the second half of the group of facilities with over 100,000 GSF of exhibition space. Therefore, Hynes is not in a position to compete for the large size conventions.

6. Hotel Room Considerations

- o Exhibit II summarizes the current hotel room inventory and shows estimates for the proposed room inventory in 1984. The committable room supply in downtown Boston is expected to increase from the current 3,200 rooms to approximately 5,000 rooms.

- o Currently the metropolitan Boston area has a total of 15,237 hotel rooms, 45% of which are located in downtown Boston.

BOSTON REDEVELOPMENT AUTHORITY

MAJOR UNITED STATES CONVENTION AND EXHIBITION FACILITIES WITH 100,000 OR MORE GROSS SQUARE FEET EXHIBITION SPACE

Name	Place	Year Built	Gross Square Feet Exhibit Space	Number of Meeting Rooms	Maximum Seating of Largest Meeting Room
Astrohall	Houston, Texas	1962/1966	750,000	27	8,000
McCormick Place	Chicago, Illinois	1972	683,000	23	4,319
Louisville Fair & Expo. Center	Louisville, Kentucky	n.a.	643,000	n.a.	n.a.
Dallas Convention Center	Dallas, Texas	1972	600,000	58	1,100
International Amphitheatre	Chicago, Illinois	1934/1952	585,000	15	13,500
Las Vegas Convention Center	Las Vegas, Nevada	1959 + exp.	500,000	45	7,392
Atlantic City Aud. & Conv. Ctr.	Atlantic City, N.J.	1929/1970	484,000	29	20,000
Anaheim Convention Center	Anaheim, Calif.	1967 + exp.	475,000	19	1,625
Tulsa Exhibition Center	Tulsa, Oklahoma	1965	448,000	n.a.	n.a.
Cleveland Convention Center	Cleveland, Ohio	1965	408,000	43	10,000
Cobo Hall	Detroit, Michigan	1960	396,000	50	12,000
Washington, D.C., Civic Center	Washington, D.C.	1983	389,000	40	1,200
Textile Hall	Greenville, S.C.	1915-64 + exp.	368,000	5	300
Georgia World Congress Center	Atlanta, Georgia	1976	350,000	31	8,000
New York Coliseum	New York, New York	1956	320,000	8	270
Philadelphia Civic Center	Philadelphia, Penn.	1978	282,000	44	11,500
Kansas City Convention Center	Kansas City, Missouri	1936/1976	270,000	34	10,500
George R. Moscone Convention Ctr.	San Francisco, Calif.	1981	275,000	32	4,000
Cervantes Conv. & Expo. Center	St. Louis, Missouri	1977	240,000	54	2,072
Miami Beach Convention Center	Miami Beach, Florida	1958/1968	238,500	30	2,800
Los Angeles Convention Center	Los Angeles, Calif.	1971	234,000	23	3,500
O'Hare Int'l Trade & Expo Ctr.	Chicago, Illinois	1974	225,000	7	500
Arlington Park Conv. & Expo. Ctr.	Arlington Heights, Ill.	1927/1969-74	220,000	6	2,000
Mecca Convention Center	Milwaukee, Wisconsin	1974	208,000	42	13,000
Orange County Civic Center	Orlando, Florida	1981	200,000	50	2,500
The Salt Palace	Salt Lake City, Utah	1969	175,000	30	2,300
San Diego Convention	San Diego, Calif.	1982	175,000	40	n.a.
Long Beach Conv. & Entertainmant Ctr.	Long Beach, Calif.	1963/1977	168,000	24	930

BOSTON REDEVELOPMENT AUTHORITY

MAJOR UNITED STATES CONVENTION AND EXHIBITION FACILITIES WITH 100,000 OR MORE GROSS SQUARE FEET EXHIBITION SPACE

Name	Place	Year Built	Gross Square Feet Exhibit Space	Number of Meeting Rooms	Maximum Seating of Largest Meeting Room
San Antonio Convention Center	San Antonio, Texas	1968	160,000	40	4,000
Buffalo Convention Center	Buffalo, New York	1978	156,000	25	8,000
Empire State Plaza Conv. & Arts Ctr.	Albany, New York	1976	155,000	9	2,800
John B. Hynes Veterans Auditorium	Boston, Mass.	1965	150,000	23	5,161
Brooks Hall	San Francisco, Calif	1958	140,000	62	800
Scope Convention Center	Norfolk, Virginia	1971	140,000	11	11,500
Minneapolias Convention Hall	Minneapolis, Minn.	1965	140,000	23	1,080
Pittsburgh Conv./Expo. Center	Pittsburgh, Penn	1980	137,000	24	4,000
Charlotte Civic Center	Charlotte, N.C.	1973	132,000	13	4,500
Rivergate Exhibition Center	New Orleans, Louisiana	1968	130,000	14	1,340
Myriad Convention Center	Oklahoma City, Oklahoma	1972	130,000	30	16,000
Tarrant County Convention Center	Fort Worth, Texas	1968	130,000	25	1,600
Albert Thomas Conv./Exhibit Center	Houston, Texas	1967	127,000	17	3,000
Indianapolis Conv./Expo. Center	Indianapolis, Indiana	1972	123,000	38	600
Everette R. Cook Conv./Exhb. Ctr.	Memphis Tennessee	1974	125,000	30	6,700
Cincinnati Conv. &. Expo. Center	Cincinnati, Ohio	1967	124,000	26	3,000
Oakland-Alamada County Cnv. Ctr.	Oakland, Calif	n.a.	120,000	5	250
St Paul Civic Center	St. Paul, Minnesota	1973	120,000	15	1,000
Lexington Center	Lexington, Kentucky	1976	120,000	10	23,000
Phoenix Civic Center	Phoenix, Arizona	1972	120,000	20	1,200
Birmingham-Jefferson Civic Center	Birmingham, Alabama	1971/1980	120,000	10	1,200
The Ohio Center	Columbus, Ohio	1980	114,000	25	800
Baltimore Convention Center	Baltimore, Maryland	1979	110,000	26	4,000
Market Hall	Dallas Texas	n.a.	107,000	5	1,250
American Royal Center	Kansas City, Kansas	1962	105,000	2	200
Century II Civic Center	Witchita, Kansas	n.a.	100,000	12	2,200
Northeast Trade Center & Exhb. Hall	Boston, Massachusetts	n.a.	100,000	n.a.	n.a.
Commonwealth Eonvention Center	Louisville, Kentucky	1977	100,000	37	1,200
Currigan Exhibit Hall	Denver, Colorado	1971	100,000	20	1,200
Dayton Conv./Exhb. Center	Dayton, Ohio	1973	100,000	22	10,000

n.a. - Information not available

Source: Successful Meetings and Conventions Facilities Directory; Meetings and Conventions 1979 International Directory; Meeting News Major U.S. Convention Centers, January 1979; and individual facilities promotional literature.

Exhibit II

BOSTON REDEVELOPMENT AUTHORITY

CURRENT HOTEL STOCK IN DOWNTOWN BOSTON BY CLASS AND MAJOR USE(1)

	Class A Luxury Hotel Rooms	Percent of Total	Class B Moderate Priced Hotel Rooms	Percent of Total	Class C Inexpensive Hotel Rooms	Percent of Total	Total
usiness Visitor	2,169	54%	1,003	43%	221	35%	3,393
ourist	518	13	599	26	296	48	1,413
onvention	1,294	33	720	31	105	17	2,119
otal	3,981	100%	2,322	100%	622	100%	6,925

PROJECTED 1984 HOTEL STOCK IN DOWNTOWN BOSTON BY CLASS AND MAJOR USE(1)

	Class A Luxury Hotel Rooms	Percent of Total	Class B Moderate Priced Hotel Rooms	Percent of Total	Class C Inexpensive Hotel Rooms	Percent of Total	Total
usiness Visitor	3,948	53%	1,178	39%	221	36%	5,347
ourist	1,506	20	1,146	37	296	46	2,948
onvention	2,041	27	720	24	105	17	2,866
otal	7,495	100%	3,044	100%	622	100%	11,161

1) December, 1980

ource: BRA Development Department.

Significant Convention-Trade Show Market Factors

In the course of the PMM&Co. market survey and in interviews with industry officials, several factors emerged that will impact the market that Boston is trying to expand.

- Committable Hotel Rooms. The limited number of Boston's committable hotel rooms contrains the size of the largest conventions that the City can accommodate. With a future target of at least 5,000 committable convention rooms in 1985/1990, Boston will not be an acceptable site for the very largest conventions, other than in exceptional situations where a major convention has lost its original site and is confronted with a "sellers" market for space. This was how the American Legion convention came to Boston in 1980. The willingness of both the Legion and the City to be flexible and accept some inconveniences resulted in a cooperative atmosphere and a successful event. While Boston should not actively seek out the largest events in its marketing plan, the success of the American Legion convention and Boston's significant civic effort to accomodate it may result in future considerations by other groups in similar situations.

- Proximity of Hotels to Exhibition-Meeting Areas. While Boston is a "compact" city with a comprehensive mass transit system, the major negative perceptions of Boston relate to the harsh winter climate and "large city" mobility problems. Consequently, we believe that Boston will need to emphasize the proximity of the hotels to the function areas. Since the proposed new hotel developments will be in various locations, the City should strive to locate the convention oriented hotels close to the site, once it has been selected.

- Overall Image of Boston as a Convention City. The market study and interviews were quite unanimous in the opinion that Boston is one of the most appealing cities in the country for a convention, but also that the current facilities and supportive amenities are unsatisfactory or inadequate. Boston's cultural, historic and tourist attractions make it a most appealing site. Respondents often referred to the City as comparable to San Francisco on the West Coast. The comments about existing facilities were as uniformly

negative. Our conclusion is that conventions come to Boston in spite of the facilities, not because of them. If the City were to offer a first class facility to go along with the inherent attractions of Boston, this would represent a very marketable package.

- o Gate Shows. Boston has been responsive to neighborhood concern about the traffic and congestion occurring when gate shows are held at Hynes Auditorium. It is our understanding that a limit of 22 such events has been agreed upon by all parties. While there are inherent problems with these events, it must be realized that they do provide significant revenues to the facility itself that are very important to the financial viability of the overall operation. The financial projections of operating revenues that appear in this study include estimated revenues from up to as much as 22 gate shows. It should be noted that even with significant revenues from gate shows, there is only one space configuration projecting a breakeven position. Thus, without gate shows, the facility would operate at a loss. Recent changes voted into effect (Proposition 2 1/2) make the subsidizing of any deficit operation by the City very difficult. All parties involved must be realistic in their negotiations on this issue.

Facility Options: Space Configurations and Capture Rates

PMM&Co. developed three principal facility options for the potential expansion of Hynes. Subsequently various space configurations for each option were developed and market capture rates were calculated. Exhibit III on the following page presents a description of the facility options and space configurations as well as showing market capture rates and significant market estimates for each.

The actual calculations for each market capture rate are presented in Attachment E in the Appendix. The market capture rates were calculated based on findings from the PMM&Co. telephone market

Exhibit III

BOSTON REDEVELOPMENT AUTHORITY
FACILITY OPTIONS - 1990
MARKET CAPTURE RATES

Description of Facility Options and Space Configurations	Total Potential Estimated (1) (2) Market	Potential Estimated (1) Events/Year (2)	Capture (1) Rates (2)
Option I - No/Minor Renovation	(3)	(3)	(3)
Ia - No Renovation Hynes Auditorium as it is currently configured without refurbishing or expansion (see Attachment F in Appendix I for a description)			
Ib - Refurbished Hynes Auditorium as it is currently configured but refurbished to include improved heating, ventilation, air conditioning, lighting, sound systems and quality of interior furnishings.	120	30	5.0%
Option II - Major Renovation/Expansion	203	48	8.1%
IIa - Second Level Meeting Rooms Hynes Auditorium refurbished (as above) and expanded to include: o a total of 62,000 NSF of permanent meeting rooms (including the existing 12,000 NSF of permanent meeting rooms), and o an additional lobby on the second floor.			
IIb - Single Level Exhibit/Meeting Rooms Hynes Auditorium refurbished (as above) and expanded to include: o a total of 80,000 NSF of exhibition space on the plaza level, o a total of 62,000 NSF of permanent meeting rooms, o an additional lobby on the plaza level, and o additional service access.	261	62	10.3%
IIc - Bi-Level Exhibit/Meeting Rooms Hynes Auditorium refurbished (as above) and expanded to include: o a total of 80,000 NSF of exhibition space on the plaza level, o a total of 30,000 NSF of exhibition space on the second level, o a total of 62,000 NSF of permanent meeting rooms, o an additional lobby on the second level, and o additional service access.	261 (4)	62 (4)	10.3% (4)

EXHIBIT III
(continued)

Description of Facility Options and Space Configurations	Total Potential Estimated (1) (2) Market	Potential Estimated (1) Events/Year (2)	Capture (1) Rates (2)
Option III - Extensive Double Size Expansion	283	67	11.3%
IIIa - Major Bi-Level Expansion Hynes Auditorium refurbished (as above) and expanded to include: o a total of 150,000 NSF of exhibition space on two levels, o a total of 62,000 NSF of permanent meeting rooms, o an additional lobby on the second level, and o additional service access.			
III-b -Major Single Level Expansion	293	69	11.6%
Hynes Auditorium refurbished (as above) and expanded to include: o a total of 150,000 NSF of exhibition space on the plaza level, o a total of 62,000 NSF of permanent meeting rooms, o an additional lobby on the plaza level, and o additional service access.			

FOOTNOTES - EXHIBIT III

(1) The market estimates do not include the potential gate show market.

(2) Attachments E and F in the Appendix show how the capture rates and market estimates were calculated.

(3) A preliminary facility review of Hynes Auditorium by Curtis and Davis, Inc. showed that the HVAC (heating, ventilation, and air conditioning systems) currently in operation is inefficient, out of date and in poor maintenance. Accordingly, market and financial estimates were not calculated for this option since it does not appear to be a viable alternative. Some major repair or restorative work is required in the near future to keep the building operational.

(4) To develop the market estimates and market capture rates for IIc, a conservative approach was used based on the estimates used for the IIb calculations. Since the only difference between IIb and IIc is the continued use of the existing 30,000 NSF of exhibition space on the second level, PMM&Co. assumed that the additional space would not generate additional convention business but rather would allow for more flexibility in scheduling and therefore allow for more gate shows (but not exceeding the designated maximum of 22). Therefore, although the market eximates for IIb and IIc are the same, the financial projections presented later in this report reflect these differences.

survey. Factors such as the likelihood of coming to Boston, whether more than one floor of exhibition space would be acceptable and the number of required hotel rooms were used to estimate market potential for each facility space configuration. The methodology for calculating the market capture rates is described in Attachment F in the Appendix.

Recommended Facility Option

The market capture rate presented in Exhibit III for Option Ib is projected to be lower than at Hynes currently. Therefore, this option was eliminated from further consideration. The Exhibit shows, however, that the more major renovation/ expansion space configurations provide a higher convention market capture rate than do the others. Nevertheless, there is an insignificant increase in annual market share from Option IIb and IIc at 62 events to Options IIIa and IIIb, where more major expansion is planned, at 67 and 69 events respectively. The major reasons for the minimal increases in annual market share for these options are the number of committable hotel rooms expected in the downtown Boston area in 1990, the limited number of large groups that expressed positive interest in coming to Boston, and the acceptability of a potential bi-level exhibition facility. Accordingly, even though Option III is designed to compete for the large convention market, the projected hotel inventory and specific other requirements of the larger groups limits the potential increase in market share.

Exhibit III also shows a substantial increase in market share from Option IIa at 48 events per year to Options IIb and IIc at 62 events

per year. Furthermore, the planned continued use of the existing 30,000 NSF of exhibition space on the second level for Option IIc provides for the concurrent scheduling of events in the same facility and therefore allows the continued scheduling of 22 gate shows per year (See footnote 4 for Exhibit III). As discussed in the next section of this report, gate shows provide greater income than conventions and trade shows. With this potential flexibility and the insignificant difference in capture rates from IIIc to IIa-b, based on market factors, IIc appears to be the best space configuration of the group.

III - SITE CONSIDERATIONS

SITE EVALUATION

The space planning efforts of Curtis and Davis, Inc. included a review of the following three sites for uses including an improved convention-trade show facility:

- South Station
- North Station
- Hynes Auditorium

Exhibit IV on the following page is a map that shows the location of each site and the proximity of each to existing and proposed hotels. Below is a brief summary of Curtis and Davis, Inc.'s site considerations and a summary of our mutual recommendations.

SOUTH STATION

Site Considerations and Recommendations

Curtis and Davis, Inc. evaluated the South Station site and PMM&Co. examined the related market factors and we mutually found South Station to be an unsuitable location for a convention-trade show facility at this time due to:

- projections of inadequate transportation access for convention related usage;
- not being located close enough to existing and proposed hotels;

EXHIBIT IV

LOCATION OF EXISTING HOTELS IN 1984
Existing Hotels in 1984
Less than 250
250 - 499 units
500 - 749 units
750 - 999 units
1000+ units
Convention Sites Under Consideration
MYSTIC
RIVER
ISLAND END
CHARLESTOWN
CHELSEA
RIVER
CHARLESTOWN SHIPYARD
EAST BOSTON
LOGA
INTERNAT
AIRPO
RIVER
WEST END
BOSTON
HARBOR
CHARLES
PUBLIC GARDEN
BOSTON COMMON
CHANNE
FORT POINT
BACK BAY FENS
SOUTH BOSTON
E ST US NAVAL ANNEX
CASTLE ISLAND

- potential problems with efficiently handling multiplicity usage of the site including multi-levels of conflicting functions below the proposed site (e.g., commuter rail, hotel, office, rapid transit); and

- extensive premium construction costs related to multi-levels of conflicting functions below the proposed site requiring the construction of the convention center to be on the fourth floor.

As indicated by the site considerations described above, South Station does not appear to be a viable alternative site and we recommend that it should not be considered further at this time as an appropriate location for a convention-trade show facility.

NORTH STATION

Site Considerations and Recommendations

A new sports arena and office building for the General Services Administration (GSA) are the two "most definite" planned uses for the North Station site. In addition, it is preferred to continue operating the Boston Garden arena until a new facility is ready for operation. Commercial uses such as retail space and additional office space are also proposed for North Station. As part of this study, Curtis and Davis, Inc. evaluated the multi-use potential of the North Station site to include a convention-trade show facility.

This evaluation showed that North Station does not appear to be the appropriate site for a convention-trade show facility because of the following reasons:

- inadequate space for vehicle and pedestrian circulation and access due to site crowding caused by the multiple planned uses for the site;

- lack of adequate existing and proposed hotel facilities proximate to the site; and

- the higher costs required to build such a facility (the convention facility would be required to be built below the proposed arena; this would add high premium costs for service access to the construction costs for the arena).

HYNES AUDITORIUM

The Hynes Auditorium therefore is the most appropriate site for a convention trade show facility for the City of Boston at this time. The following section of this report analyses the various facility options and space configurations previously discussed in Section I of this report in order to identify a recommended facility configuration.

IV - ANALYSIS OF FACILITY OPTONS

EVALUATION CRITERIA

To evaluate the various facility oiptions pinpointed in Section I of this report and the related space configurations PMM&Co. considered the following factors:

- Market Projections - Market estimates and market capture rates discussed earlier in the report (see Exhibit III) were considered in conjunction with the other evaluating criteria described below.

- Financial Projections - Revenue and cost projections were prepared based on the market estimates and capture rates. The projections were derived by projecting the potential number of conventios, trade shows and/or gate shows that would use a Boston facility constructed as is stated for each space configuration. The calculations and assumptions are presented as Attachments H, I, J, and K in the Appendix.

- Development Costs - Development costs were estimated by Curtis and Davis, Inc. were used as a criteria for evaluation when required.

- Impact on the Prudential Center - Curtis and Davis, Inc. and the BRA provided PMM&Co. with information regarding the potential impacts of the various facility options on the Prudential Center. Where appropriate, land acquisition and space planning factors regarding the Prudential Center are discussed in the text below.

FACILITY OPTION EVALUATION

Each facility option and related space configuration is discussed below in relation to the evaluating criteria described above. In addition, Exhibit V on the following page presents a description of

Exhibit V

BOSTON REDEVELOPMENT AUTHORITY
FACILITY OPTIONS - 1990
MARKET ESTIMATES - OPERATING COSTS AND REVENUES - AND DEVELOPMENT COSTS

Description of Facility Options and Space Configurations	Potential Estimated Meeting Events/ Year	Estimated Operating Revenues (2) (000's)	Estimated Operating Costs (3) (000's)	Estimated Operating Income (4) (Deficit) (000's)	Estimated Development Costs (millions $)
Option I - No Minor Renovation	(1)	(1)	(1)	(1)	(1)
Ia - No Renovation Hynes Auditorium as it is currently configured without refurbishing or expansion (see Attachment F in Appendix I for a description)					
Ib - Refurbished Hynes Auditorium as it is currently configured but refurbished to include improved heating, ventilation, air conditioning, lighting, sound systems and quality of interior furnishings.	30	$ 738	$ 926	$(188)	$7M
Option II - Major Renovation/Expansion	48	$ 940	$ 969	$ (29)	$14.2M
IIa - Second Level Meeting Rooms Hynes Auditorium refurbished (as above) and expanded to include: o a total of 62,000 NSF of permanent meeting rooms (including the existing 12,000 NSF of permanent meeting rooms), and o an additional lobby on the second floor.					
IIb - Single Level Exhibit/Meeting Rooms Hynes Auditorium refurbished (as above) and expanded to include: o a total of 80,000 NSF of exhibition space on the plaza level, o a total of 62,000 NSF of permanent meeting rooms, o an additional lobby on the plaza level, and o additional service access.	62	$ 856	$ 969	$(113)	$22M
IIc - Bi-Level Exhibit/Meeting Rooms Hynes Auditorium refurbished (as above) and expanded to include: o a total of 80,000 NSF of exhibition space on the plaza level, o a total of 30,000 NSF of exhibition space on the second level, o a total of 62,000 NSF of permanent meeting rooms, o an additional lobby on the second level, and o additional service access.	62	$1,312	$1,225	$ 87	$28M

Description of Facility Options and Space Configurations	Potential Estimated Meeting Events/ Year	Estimated Operating Revenues (2) (000's)	Estimated Operating Costs (3) (000's)	Estimated Operating Income (4) (Deficit) (000's)	Estimated Development Costs (millions $)
Option III - Extensive Double Size Expansion	67	$ 994	$1,475	$(481)	—
IIIa - Major Bi-Level Expansion					
Hynes Auditorium refurbished (as above) and expanded to include: o a total of 150,000 NSF of exhibition space on two levels, o a total of 62,000 NSF of permanent meeting rooms, o an additional lobby on the second level, and o additional service access.					
III-b -Major Single Level Expansion	69	$ 936	$1,475	$(539)	—
Hynes Auditorium refurbished (as above) and expanded to include: o a total of 150,000 NSF of exhibition space on the plaza level, o a total of 62,000 NSF of permanent meeting rooms, o an additional lobby on the plaza level, and o additional service access.					

FOOTNOTES - EXHIBIT V

(1) A preliminary facility review of Hynes Auditorium by Curtis and Davis, Inc. showed that the HVAC (heating, ventilation, and air conditioning systems) currently in operation is inefficient, out of date and in poor maintenance. Accordingly, market and financial estimates were not calculated for this option since it does not appear to be a viable alternative. Some major repair or restorative work is required in the near future to keep the building operational.

(2) Attachment H in the Appendix describes the assumptions under which the revenue projections were made. Attachment I shows the revenue estimates for each facility option.

(3) Attachment J in the Appendix describes the assumptions under which the cost projections were made. Attachment K shows the cost estimates for each facility option.

(4) This schedule has been prepared on the basis of the information and assumptions set forth in Attachments H and J in the Appendix. The achievement of any financial projection may be affected by fluctuating economic conditions and is dependent upon the occurrence of other future events which cannot be assured. Therefore, the actual results achieved may vary from the projections, and such variation could be material.

each space configuration and includes market capture rates, estimated operating revenues, estimated operating costs, estimated operating income (deficit), and estimated development costs.

- Option I - No/Minor Renovation

  Ia-No Renovation - This option involves leaving Hynes Auditorium as it is currenly configured. A review of Hynes showed that the existing mechanical systems (HVAC) are currently inadequate and require immediate upgrading to remain operational. This option is therefore determined not to be a viable alternative and from the onset of our study was eliminated from further consideration.

  Ib-Refurbished - This option includes improving the mechanical systems mentioned above as well as the quality of interior furnishings. These refurbishings should allow Hynes to retain its present market. Nevertheless, as shown in Exhibit V the market capture rate is expected to decline from the current 5.9% to 5.0% due to projected growth of the identified Boston market. The refurbishing planned for this alternative has been estimated by Curtis and Davis, Inc. to cost about $7 million. The facility is projected to operate at a deficit of $188,000 excluding debt service. We do not recommend this option as a viable alternative.

- Option II - Major Renovation/Expansion

  IIa-Second Level Meeting Rooms - This alternative is planned to include the refurbishing (mechanical system and interior furnishing improvements) described above plus an expansion of the facility to include 50,000 NSF of additional permanent meeting rooms and an additional lobby to serve the existing exhibition space on the second floor. No demand for additional parking spaces should result from this Option or from the first two Options. The planned expansion should increase the annual number of events per year at Hynes from the current 30 events to 48 events. It is estimated that this alternative will result in an operating deficit of $29,000 excluding debt service and will cost approximately $14.2 million to build. From a space planning point of view this Option can be considered viable; however market and financial factors indicate that this option cannot be recommended as the best facility option.

IIb-Single Level Exhibit/Meeting Rooms - This option was planned to include the refurbishing of Hynes as above plus an expansion of 50,000 NSF of additional permanent meeting rooms on the second level, a total of 80,000 NSF of exhibition space with a new lobby on the plaza level and additional service access. Currently, there is approximately 50,000 NSF of exhibition space on the plaza level of Hynes. This option originally planned to add an additional 30,000 NSF to the existing plaza level exhibition space. Site and space planning contraints limit this planned expansion to provide a total of approximately 75,000 NSF of exhibition space on the plaza level.

The market capture rate for this option, 10.3%, is considerably greater than options Ib and IIa at 5.0% and 8.1% respectively. However, an operating deficit of $113,000 is projected and the cost of the planned refurbishing and expansion is estimated to be about $22 million. Accordingly, we do not recommend Option IIb as the best facility option.

IIc-Bi-Level Exhibit/Meeting Rooms - This Option is a hybrid of Option IIb and involves similar refurbishing and expansion with the following differences:

- the existing 30,000 NSF of exhibition space on the second floor remains in addition to the planned 75,000 NSF on the plaza level (new total is 105,000 NSF);

- the additional lobby is built on the second level instead of the plaza level; and

- the 50,000 NSF of additional meeting rooms is also built on the second level but is configured to wrap around the existing 30,000 NSF of exhibition space.

The capture rate and market estimates for this Option are the same as option IIb above (10.3%). The estimated operating income however is $87,000 versus a $113,000 deficit for option IIb. The large difference in operating income is attributed to the ability to conduct the full quota of 22 gate shows. The estimated cost of Option IIc is $28 million. This option remains as our recommended alternative. A special consideration for this space configuration would be to provide approximately 300-600 new parking spaces close to the site.

- Option III - Extensive Double Size Expansion

  IIIa-Major Bi-Level Expansion - The planned configuration of this option includes a total of 150,000 NSF of exhibition space on two levels, a total of 62,000 NSF of meeting rooms, an additional lobby on the second level and additional service access. The requirement of this plan for 150,000 NSF of exhibition space on two levels is the limiting factor of this Option. Exhibition space would be situated more than 50 feet above street level requiring extensive improvements in service access. Development costs were estimated to be prohibitive. No exact figure was identified because of the difficulty of estimating premium construction costs. Additionally, market projections for this configuration show insignificant increases relative to the less costly options described above and financial projections indicate operating deficits. Therefore, this option does not appear to be desireable due to space planning factors as well as market and financial considerations.

  IIIb-Major Single Level Expansion - This option requires the same total space for each facility use as Option IIIa but the 150,000 NSF of exhibition space is planned to be located all on one level. This facility option is also not viable at Hynes Auditorium because of space planning considerations and the difficulty associated with providing the necessary additional parking.

RECOMMENDED FACILITY OPTION

Option IIc, the recommended facility option, was reviewed by PMM&Co., Curtis and Davis, Inc. and BRA officials for applicability to the site and responsiveness to the determined market. The resulting recommendation, which calls for a slightly different space configuration than option IIc is summarized below:

- Basic refurbishing of Hynes.
- 60,000 NSF exhibition space on the Plaza Level (80,000 NSF in the Bi-Level configuration) and 30,000 NSF exhibition space on the Second Level (currently Hynes has 45,000 NSF on the Plaza Level and 30,000 NSF on the Second Level).

- A total of 62,000 NSF of permanent meeting rooms (currently Hynes has 12,000 NSF of permanent meeting rooms).
- An additional lobby on the second level.
- Improved grade level service access.

This proposed facility should have a capture rate of around 10%, attracting approximately 60 major conventions and trade shows per year and be able to operate on a close to break even basis. Because of fewer premium construction costs than the bi-level option, development costs are estimated at about $25 million.

Sketches of this recommended option appear as Attachment L in the Appendix. The space program and estimated construction costs are presented as Attachments M and N in the Appendix.

The major difference between this recommended configuration and the bi-level option concerns the provision of exhibit space in an area over the turnpike now occupied by Prudential's Commercial Block C. The recommended configuration avoids the premium costs of construction in this area and the disruption of Prudential's retail mall, space layout. Construction at the plaza level for exhibit space is limited to the Ring Road in front of this commercial space and the existing convention facility. Some 15,000 NSF of new exhibit space would be provided in contrast to the 35,000 NSF proposed in the bi-level Option IIc.

V - OTHER CONSIDERATIONS

PROMOTION AND MARKETING EFFORT

The promotion and marketing of the convention facility is linked to the promotion and marketing of Boston both as a tourism center and as a community. Because of the unique tax structure in the Commonwealth of Massachusetts, discussed in the following section on financing, there is little incentive for the City of Boston to divert needed funds to this task since it derives no direct benefit. The Greater Boston Convention & Tourism Bureau has a budget for promotion of tourism to Boston of $750,000. This is much lower than the budget for cities with comparable facilities. While this figure includes substantial investment from the private sector, most of the cities have this additional funding and therefore Boston's shortfall relative to other cities persists. If the capture rates defined in the study are to be attained then clearly a competitive level of expenditures for any quality of marketing must be maintained.

FINANCING OF THE PROJECT

The expansion of Boston's convention facility has been under consideration for some time. While the Commonwealth had allocated $15 million in funds for such an expansion to be matched by about $7 million from the City for a total of $22 million, it is now understood that the H. 1886 fund balance is less than $8 million.. As shown in the operating estimate, the facility under any of the options

considered, does not throw off sufficient cash to cover the debt service on the City's portion of the investment. This is true of most convention centers. However, in most other cities, either a special taxing authority (e.g., New Orleans) or an implicit share of sales tax, hotel tax and other City revenues is considered to be provided to the convention center and is used to fund the debt. The City of Boston derives no direct benefits from increased sales tax, hotel tax or other revenues. All such income flows directly to the Commonwealth of Massachusetts. There is therefore, no direct economic benefit to the City from any investment in convention facilities. Currently, the City has to fund operating losses (approximately $200,000) as well as the current debt service for Hynes ($200,000).

The City of Boston cannot continue to operate Hynes into the 1990's without a significant capital investment in physical plant. Indeed, to take advantage of and to support increased hotel room availability, an investment in an expansion of over $25 million is more appropriate than refurbishing without expansion.

Cost benefit estimates from recent studies point out the significant benefits that accrue from convention activity. A 1979 BRA study estimated that convention related activities generate almost 6,000 jobs, sales of almost $300 million and State tax receipts of $7.3 million. A Commonwealth fact sheet accompanying H. R. 1886 cited 7,912 new jobs, $300 million in private capital investment, $327 million in annual direct and indirect revenue generated and new annual state taxes of $20 million as a result of the Hynes expansion.

The direct beneficiaries from the expansion and upgrading of Hynes is the Commonwealth and the private sector. To the extent that the private sector benefits sufficiently to add to its physical plant and its employment roles, the Commonwealth and City of Boston will benefit. Although we did not analyze this area, the fact that Boston is adding approximately 4,500 new hotel rooms over the next four years to an existing inventory of about 6,900 does not bode well for significant further expansion in the near term. The expanded Hynes would more likely serve more to ensure the success of the expansion already planned than to trigger new investments. On the other hand, once expanded convention bookings and new hotel rooms have been absorbed by the market, the City would be in position to consider a second larger convention and gate show facility in conjunction with additional hotel construction.

Therefore, the financing for the expansion and upgrading of Hynes should, it appears, be provided primarily by the Commonwealth of Massachusetts and the private sector. Alternatively, a scheme might be worked out where the City would have a special taxing authority on hotel room revenues and restaurant revenues to offset the financing costs, but the recent mandate of the voters concerning "Proposition 2-1/2" could cancel any new tax proposals for the indefinite future. Furthermore, since the burden of the hotel-motel tax falls heavily on out of state visitors, the use of this tax appears to be a means of providing financial support for the Hynes expansion with minimum impact on state residents.

APPENDIX

0 SOCIETY.NAME	MTG.RMS	LGST	EX	ATTEND	H.RMS
1 12TH BIENNIAL EAST EXPO OIL HT & AIR COND	0		EE	0	0
2 ACADEMY OF GENERAL DENTISTRY	0	C	CC	2000	800
3 ACE HARDWARE CORPORATION	1	D	FF	3500	1512
4 AEROSPACE MEDICAL ASSOC	8	D	AA	3000	1600
5 AIR POLLUTION CONTROL ASSOC	11	D	DD	4200	1700
6 AIRCRAFT OWNERS & PILOTS ASSOC	0	E	DD	3000	1200
7 AMA + CLINICAL CONGRESS	25	C	AA	3000	1700
8 AMATEUR FENCERS LEAGUE OF AMER	0		CC	1200	600
9 AMER ACADEMY OF DERMATOLOGY	39	D	DD	5890	4000
0 AMER ACADEMY OF FAMILY PHYSICIANS	20	E	EE	7000	3500
1 AMER ACADEMY OF NEUROLOGY	8	C	BB	1400	800
2 AMER ACADEMY OF PEDODONTICS	10	D	AA	1200	700
3 AMER ACADEMY PEDIATRICS	15	E	CC	5000	2400
4 AMER ACADEMY/OPTHAMOLOGY (OTOLARYNGOLOGY)	50	F	EE	11622	5000
5 AMER ANIMAL HOSPITAL ASSOC	15	E	DD	5000	3000
AMER ASSOC FOR ADVANCEMENT/SCIENCE	12	E	CC	3500	1800
AMER ASSOC FOR LABORATORY ANIMAL SCI.	8	D	CC	2000	1400
AMER ASSOC FOR THORASIC SURGERY	0	D	BB	2200	1200
AMER ASSOC OF AIRPORT EXECUTIVES	0	C	AA	1000	500
AMER ASSOC OF ANATOMISTS	8	D	CC	2000	1000
AMER ASSOC OF BLOOD BANKS	12	E	BB	3100	1800
AMER ASSOC OF CLINICAL CHEMISTRY	0	E	EE	8000	3000
AMER ASSOC OF CRITICAL CARE NURSES	15	E	CC	3000	1600
AMER ASSOC OF HLTH.PHYS.EDUC & RECR	14	E	DD	9000	3500
AMER ASSOC OF ORTHODONTISTS	25	E	CC	5000	3500
AMER ASSOC OF UNIVERSITY WOMEN	12	E	AA	3500	2000
AMER ASSOC/COMMUNITY & JR COLLEGES	8	E	BB	3000	2000
AMER ASSOC/MENTAL DEFICIENCY	10	D	AA	2500	1650
AMER ASSOC/NURSE ANESTHETISTS	10	E	CC	1500	1500
AMER ASSOC/PETROLEUM GEOLOGISTS	0	E	CC	5000	2000
AMER ASSOC/RESPIRATORY THERAPISTS	12	E	CC	4000	2000
AMER ASSOC/SCHOOL ADMINISTRATORS	27	F	FF	20500	9589
AMER ASSOC/TEXTILE COLORISTS & CHEMISTS	8	D	CC	3500	2000
AMER BAPTIST ASSOC	10	E	AA	3000	2000
AMER BAR ASSOC	30	F	CC	9000	7000
AMER BOOKSELLERS ASSOC	12	E	FF	20000	4000
AMER BUSINESS WOMENS ASSOC	6	E	AA	5000	2500
AMER CAMPING ASSOC	6	D	CC	2500	1000
AMER CERAMIC SOCIETY	10	E	CC	3500	2300
AMER CHEMICAL SOCIETY	80	E	CC	10000	5000
AMER COLLEGE OF CARDIOLOGY	40	F	EE	19631	6000
AMER COLLEGE OF CHEST PHYSICIANS	0	E	DD	3800	1800
AMER COLLEGE OF EMERGENCY PHYSICIANS	0	E	CC	4000	2800
AMER COLLEGE OF OBSTETRICS & GYNOCOLOGY	0	D	CC	7000	3500
AMER COLLEGE OF PHYSICIANS	0	E	CC	8500	4000
AMER COLLEGE OF SURGEONS	30	F	EE	18000	8334
AMER COMMERCIAL FISH EXPO	0	B	DD	8000	500
AMER CONTRACT BRIDGE LEAGUE/NATL TRNMT	0	D	EE	5000	2000
AMER COUNCIL ON TEACHING FOREIGN LANGUAGES	0	D	DD	2000	1200
AMER DENTAL ASSOC	27	E	GG	25000	0
AMER DIETETIC ASSOC	9	E	DD	10000	3802
AMER ECONOMIC ASSOC	30	F	CC	6000	4000
AMER EDUCATIONAL RESEARCH ASSOC	0	E	AA	5000	3600
AMER FEDERATION OF CLINICAL RESEARCH	0	E	BB	4000	2000
AMER FEDERATION OF GOVERNMENT EMPLOYEES	0	E	AA	3000	1500

Identified Boston Market

56	AMER FEDERATION OF MUSICIANS	0	E	AA	3000		
57	AMER FEDERATION OF STATE/COUNTY MUNIC. EMPLOY	0	E	AA	4000	300	
58	AMER FEDERATION OF TEACHERS	0	E	BB	3500	160	
59	AMER FEDERATION/INFORMATION PROCESSING SOCIET	0	E	GG	24000	600	
60	AMER FISHING TACKLE MANUFACTURERS ASSOC	19	F	EE	6000	256	
61	AMER FOOTBALL COACHES ASSOC	0	E	AA	2500	140	
62	AMER FOOTWEAR INDUSTRIES SHOW	4	C	EE	6000	200	
63	AMER GAS ASSOC	0	D	AA	2000	160	
64	AMER HARDWARE MANUFACTURERS ASSOC	0	D	DD	1800	80	
65	AMER HISTORICAL SOCIETY	0	E	CC	7000	300	
66	AMER HOME ECONOMICS ASSOC	0	E	EE	7000	300	
67	AMER HOSPITAL ASSOC	21	E	FF	15000	673	
68	AMER INDUSTRIAL ARTS ASSOC	0	E	CC	2500	137	
69	AMER INDUSTRIAL HEALTH CONFERENCE	0	E	DD	3000	180	
70	AMER INDUSTRIAL HYGIENE ASSOC	0	E	BB	2100	110	
71	AMER INST OF AERONAUTICS & ASTRONAUTICS	0	D	DD	1000	50	
72	AMER INST OF MINING METALLUR & PETROL ENGRS	0	E	AA	4000	300	
73	AMER INSTITUTE OF ARCHITECTS	0	E	DD	4000	165	
74	AMER INSTITUTE OF BIOLOGICAL SCIENCES	0	E	BB	2500	180	
75	AMER INSTITUTE OF CHEMICAL ENGINEERS	0	D	CC	7000	350	
76	AMER INSTITUTE OF INDUSTRIAL ENGINEERING	0	C	AA	1000	60	
77	AMER INSTITUTE OF PARK EXECUTIVES	0	B	DD	0		
78	AMER INSTITUTE OF PLANNERS	0	E	AA	3000	200	
79	AMER LATVIAN SONG FESTIVAL	0	F	AA	15000	350	
80	AMER LEGION	0	F	AA	30000	900	
81	AMER LIBRARY ASSOC	60	E	EE	10600	607	
82	AMER LUNG ASSOC	0	E	BB	2500	150	
83	AMER MATHEMATICAL SOCIETY	0	E	AA	3500	200	
84	AMER MEDICAL ASSOC	43	B	DD	17966	837	
85	AMER NATIONAL RED CROSS	0	E	AA	4000	180	
86	AMER NUMISMATIC ASSOC	10	D	DD	10000	250	
87	AMER NURSES ASSOC	30	E	CC	8000	355	
88	AMER OCCUPATIONAL THERAPY ASSOC INC.	0	E	CC	2500	100	
89	AMER OPTOMETRIC ASSOC	0	E	CC	4000	170	
90	AMER ORTHOSYCHIATRIC ASSOC	0	E	CC	7000	209	
91	AMER OSTEOPATHIC ASSOC	0	E	DD	3000	250	
92	AMER PEDIATRIC SOCIETY	0	E	AA	3500	190	
93	AMER PERSONNEL/GUIDANCE ASSOC	17	B	CC	10000	550	
94	AMER PET PRODUCTS MANUFACTURING ASSOC	0	A	CC	2500	90	
95	AMER PHARMACEUTICAL ASSOC	0	E	CC	4000	270	
96	AMER PHILATELIC SOCIETY	0	A	EE	1500	30	
97	AMER PHSYCHOLOGICAL ASSOC	0	E	CC	9000	550	
98	AMER PHYSICAL THERAPY ASSOC	0	C	BB	3000	150	
99	AMER PODIATRY ASSOC	0	D	BB	1400	75	
100	AMER POLITICAL SCIENCE ASSOC	0	E	CC	3500	180	
101	AMER PSYCHIATRIC ASSOC	0	E	DD	10000	500	
102	AMER PSYCHOLOGICAL ASSOC	57	D	CC	16000	500	
103	AMER PUBLIC HEALTH ASSOC	0	E	CC	10000	570	
104	AMER PUBLIC WORKS ASSOC	0	D	EE	6000	240	
105	AMER RENTAL ASSOC	12	E	EE	4400	174	
106	AMER ROAD & TRANSPORTATION BUILDERS ASSOC	0	C	CC	1000	60	
107	AMER ROETGEN RAY SOCIETY	0	E	CC	4000	160	
108	AMER SCHOOL FOOD SERVICE ASSOC	0	E	DD	7000	310	
109	AMER SOC OF PLASTIC & RECONSTR. SURGEONS	0	D	AA	1100	80	
110	AMER SOCIETY FOR INDUSTRIAL SECURITY	0	D	BB	1000	60	

Identified Boston Market

AMER SOCIETY FOR INFORMATION SCIENCE	0	D	CC	2500	1300
AMER SOCIETY FOR MEDICAL TECHNOLOGY	0	A	DD	5000	2500
AMER SOCIETY FOR METAL/EAST REGL EX CON	0	B	CC	3000	1000
AMER SOCIETY FOR ORAL SURGEONS	0	E	BB	3000	1500
AMER SOCIETY FOR PERSONNEL ADMINISTRATION	0	E	BB	2500	1500
AMER SOCIETY FOR PLANNING OFFICIALS	0	E	BB	3000	1500
AMER SOCIETY FOR TRAINING AND DEVELOPMENT	0	D	DD	0	0
AMER SOCIETY OF ANESTHESIOLOGISTS	0	E	CC	6500	4200
AMER SOCIETY OF ASSOC EXECUTIVES	0	E	DD	2500	2000
AMER SOCIETY OF BIOLOGICAL CHEMISTS	0	E	EE	10000	5000
AMER SOCIETY OF CELL BIOLOGY	0	E	BB	3000	1500
AMER SOCIETY OF CIVIL ENGINEERS	0	D	CC	2500	1200
AMER SOCIETY OF CONCRETE CONSTRUCTION	0	E	FF	2500	2000
AMER SOCIETY OF HEMATOLOGY	0	E	AA	3000	2000
AMER SOCIETY OF HOSPITAL PHARMACISTS	0	D	CC	4000	2000
AMER SOCIETY OF MECHANICAL ENGINEERS	0	E	BB	3000	1300
AMER SOCIETY OF MEDICAL TECHNOLOGISTS	0	A	DD	5500	4000
AMER SOCIETY OF NEPHROLOGY	0	E	CC	3500	1600
AMER SOCIETY OF PLUMBING ENGINEERS	0	E	EE	3000	600
AMER SOCIETY OF PREVENTATIVE DENTISTRY	0	E	DD	4000	1500
AMER SOCIETY OF TOOLS & MFTG ENG R&L EXPO	0		EE	0	0
AMER SOCIETY/ARTIFICIAL INTERNAL ORGANS	0	C	CC	12000	1800
AMER SOCIETY/CLINICAL PATHOLOGISTS & COLLEGE	25	E	EE	6500	3150
AMER SOCIETY/HEATING & AIR COND ENGINEERS	0	B	FF	27000	5853
AMER SOCIETY/INTERIOR DESIGNERS	0	E	CC	2500	900
AMER SOCIETY/MICROBIOLOGY	40	E	DD	10000	5000
AMER SOCIETY/PLASTIC & RECONSTRUCTIVE SURGERY	22	E	CC	3861	1895
AMER SOCIETY/PUBLIC ADMINISTRATION	0	E	AA	2500	1300
AMER SOCIETY/RADIOLOGIC TECHNOLOGISTS	0	E	DD	3000	2200
AMER SOCIETY/TRAINING AND DEVELOPMENT	0	E	DD	3500	2500
AMER SOCIOLOGICAL ASSOC	20	D	BB	3500	2000
AMER SPEECH & HEARING ASSOC	40	E	CC	7000	3000
AMER SURGICAL TRADE ASSOC	0	E	AA	2300	1000
AMER TRUCKING ASSOC	0	E	EE	4000	2600
AMER UROLOGICAL ASSOC	0	E	DD	3500	1800
AMER VACUUM SOCIETY	0	C	CC	1200	700
AMER VETERINARY MEDICAL ASSOC	0	E	DD	5000	2000
AMER VOCATIONAL ASSOC	30	F	EE	8500	6000
AMER WATER WORKS ASSOC	0	E	DD	6000	3500
AMER WELDING ASSOC	14	E	EE	6000	3000
AMER. INST. OF CPA'S	15	D	AA	2500	1400
AMERICAN ASSN. OF COLL. REGIS. & ADM. OFFS.	0	D	AA	2500	1800
AMERICAN ASSN. OF NEURO. SURG.& AMER.ASSN. OF	12	D	CC	2500	1200
AMERICAN ASSN. OF TEXT. COL. & CHEM.	0	B	BB	3500	1400
AMERICAN BANKERS ASSOC	0	F	EE	15000	7000
AMERICAN CONGR. OF REHAB. MED&AM. AC. PHYS.ME	0	C	BB	1800	1200
AMERICAN ELECTROPLATERS SOC.	10	C	CC	2000	1000
AMERICAN PROD. & INVEN. CONTROL SOC.	8	B	BB	2500	1500
AMERICAN SOC. FOR QUAL. CONTROL	0	D	BB	1500	1000
AMERICAN SOC. OF PLAN.OFFICIALS	12	E	BB	3000	1000
ANCIENT ARABIC AND EGYPTIAN	0	F	CC	25000	5000
ANNUAL MEETING FIRST CHURCH CHRIST SCIENCE	0	F	AA	12000	2000
APARTMENT BUILDER/DEVELOPER CONF & EXPO	0	F	FF	12000	4000
ASSEMBLY OF GOD - GENERAL COUNCIL	0	F	AA	12000	2000
ASSOC CHILDREN WITH LEARNING DISABILITIES	10	F	CC	6000	1500

Identified Boston Market

66	ASSOC EQUIPMENT DISTRIBUTORS	0	E	DD	6500	3500
67	ASSOC FOR ADVANCEMENT/BEHAVIOR THERAPY	0	D	CC	2500	1500
68	ASSOC FOR COMPUTING MACHINERY	0	E	AA	3000	1000
69	ASSOC FOR SUPERVISION & CURRICULUM DEVELOP	0	C	EE	6000	3700
70	ASSOC FOR SYSTEM MANAGEMENT	0	E	BB	3500	2000
71	ASSOC GENERAL CONTRACTORS OF AMER	0	E	EE	8000	3500
72	ASSOC OF RETAIL BAKERS OF AMER	0	E	DD	4000	1700
73	ASSOC OF AMER LAW SCHOOLS	0	E	AA	3000	1600
74	ASSOC OF AMER MEDICAL COLLEGES	0	E	AA	3000	2000
75	ASSOC OF AMER PHYSICICANS	0	E	BB	3500	1200
76	ASSOC/ASIAN STUDIES INC.	0	E	AA	2200	1000
77	ASSOC/EDUC. & COMM. TECHNOLOGY	36	F	FF	7000	3025
78	ASSOC/MILITARY SURGEONS OF THE U.S.	0	E	DD	3000	1150
79	ASSOC/OPERATING ROOM NURSES	5	F	FF	10000	5000
80	ASSOC/OPERATING ROOM TECHNICIANS	0	E	DD	3000	1600
81	ASSOC/SCHOOL BUSINESS OFFICIALS	0	E	DD	4000	3000
82	ASSOCIATED LOCKSMITHS OF AMER	0	D	CC	2000	1000
83	ASSOCIATED PROMOTIONS INC.	0	D	CC	2500	1500
84	ASSOCIATION OF LEGAL ADMIN.	0	D	BB	1200	700
85	AUTOMOTIVE PARTS & ACCESSORIES	12	F	FF	18000	6000
86	BANKING ADMINISTRATION INSTITUTE	0	E	CC	3000	1500
87	BANKING MARKETING ASSOC	0	E	DD	2300	1150
88	BAPTISTS GENERAL CONFERENCE IN AMER	0	E	AA	5000	2500
89	BEAUTY AND BARBER SUPPLY INSTITUTE	0	C	CC	4500	1500
90	BENEVOLENT & PROTECTIVE ORDER ELKS	0	F	AA	17000	0
91	BILINGUAL BICULTURAL EDUCATION CONFERENCE	0	D	AA	8000	1000
92	BOSTON BUSINESS EQUIPMENT EXPO	0	A	DD	0	0
93	BOSTON CHRISTMAS SHOW	0	A	DD	0	0
94	BOSTON GIFT SHOW	0	A	EE	7000	1000
95	BOSTON NATIONAL COLLEGE FAIR	0	C	DD	13000	0
96	BOY SCOUTS OF AMERICA	0	E	BB	4000	3000
97	CATHOLIC HOSPITAL ASSOC	0	A	AA	2000	0
98	CHEMICAL SHOW BY INTER. EXPO CO.	0	A	GG	16000	6000
99	CHRISTIAN BOOKSELLERS ASSOC	0	E	EE	5000	2500
00	CHRISTIAN BUSINESS MENS CLUB	0	D	AA	1200	400
01	CHURCH OF GOD INSPIRATIONAL YOUTH CONF	0	E	AA	3500	800
02	CHURCH OF THE BRETHERN	0	E	CC	4500	1200
03	CHURCH OF THE NAZERENE	46	F	DD	40000	0
04	COCA COLA/U.S.A	0	E	DD	5000	3200
05	COLLEGE ART ASSOC OF AMER	0	E	BB	4000	2000
06	COMMUNICATION WORKERS OF AMERICA	1	E	DD	5000	2500
07	COMPUTER CARAVAN	7	D	DD	3000	75
08	COMPUTER DESIGN SHOW	0	C	DD	0	0
09	CONFERENCE & EXPOSITION MANAGEMENT	0		EE	0	0
10	CONSTR. SPECIFICATIONS INST.	0	D	EE	0	0
11	COUNCIL FOR EXCEPTIONAL CHILDREN	40	F	DD	12300	6000
12	CRITICAL CARE MEDICINE	0	E	BB	2300	1400
13	DAIRY & FOOD INDUSTRIES SUPPLY ASSOC	0	E	FF	20000	6000
14	DATA PROCESSING MANAGEMENT ASSOC	0	D	CC	4000	1600
15	DESIGN ENGINEERING CONFERENCE	16	C	EE	18000	2107
16	DIRECT MAIL ADV ASSOC & MAIL ADV SRV ASSOC	0	E	CC	2500	1500
17	DISABLED AMERICAN VETERANS	0	E	AA	3500	1500
18	DISCOVER AMERICA POW WOW & TRAVEL MART	0	D	DD	2500	2000
19	DISTRIBUTION EDUCATION CLUBS OF AMER	0	F	CC	6500	2500
20	DOOR AND HARDWARE INSTITUTE	0	E	CC	2500	1000

Identified Boston Market

RUG CONFERENCE	0	E	AA	2500	1600
ASTERN AMERICAN HEALTH FACILITIES	3	B	CC	1000	600
ASTERN PSYCHOLOGICAL ASSOC	0	E	BB	4000	1500
DUCATIONAL ARTS ASSOC	0	C	DD	0	0
LECTRICAL APPARATUS SERVICE ASSOC	4	B	CC	2000	1000
LECTRICAL INSULATION CONFERENCE	10	D	DD	4000	2000
LECTRICAL PROGRESS EXPOSITION	0	A	DD	0	0
LECTRO IEEE	10	C	FF	30000	3000
LECTRO OPTIC/SYSTEMS DESIGN CONF	0	B	CC	3000	800
LECTRON MICROSCOPY SOCIETY OF AMERICA	0		EE	0	0
LECTRONIC INDUSTRIES SHOW CORP	0	A	DD	6000	4000
NDOCRINE SOCIETY	0	E	BB	3000	1600
PISCOPAL CHURCH	0	F	DD	12000	3000
XXON CORPORATION	0	B	AA	800	440
D/ANALYTICAL CHEMISTRY & SPECTROSCOPY SOC	0	E	DD	5000	2000
DERATION OF SOCIETIES FOR PAINT TECHNOLOGY	0	C	DD	0	0
DERATION/AMER ASSOC/EXP. BIOLOGY	70		EE	12810	6300
RST N.E. ADV. SHOW	0	A	DD	10000	0
RST NEW ENGLAND ADV. SHOW	0	A	DD	10000	0
OD PROCESSING MACHINERY SUPPLIER ASSOC	0	E	FF	7000	4000
REST PRODUCTS MACHINERY AND EQUIPMENT	0	C	FF	18000	2500
LL GOSPEL BUSINESSMENS FELLOWSHIP	6	C	DD	6000	3000
RDEN INDUSTRY OF AMERICA	6	E	EE	3000	1000
S PROCESSORS ASSOC	0	D	AA	2000	1500
OLOGICAL SOCIETY OF AMERICA	0	E	CC	3000	0
RL SCOUTS OF THE U.S.A.	0	E	BB	6000	2800
LF COURSE SUPERINTENDENT ASSOC	0	E	FF	5000	2000
SPEL MUSIC WORKSHOP OF AMERICA	0	E	AA	5000	3000
IDE INTERNATIONAL	0		AA	0	0
KELLER CONGRESS ON SVCS.FOR BLIND	0	E	BB	2500	1700
DASSAH	0	E	BB	3000	1400
RALD TRAVELER FROZEN FOOD	0	A	DD	0	0
BBY INDUSTRY ASSOC OF AMER	6	F	FF	13000	3500
DRAULIC PNEUMATICS SHOW & POWER	0	C	FF	15000	7500
DEPENDENT BANKERS ASSOC OF AMER	0	E	AA	2300	1300
DEPENDENT SCHOOLS ASSOC OF TE S W &	0	E	CC	2500	1250
DUSTRIAL SCI. MGT. SHOW	0	A	EE	6000	0
ST OF ELECTRICITY & ELECTRONIC ENGINEERS	0	E	DD	7000	4000
ST. FIN. PLANNERS & INST. OF CERT. FIN. PLA	15	A	CC	2500	1500
STITUTE OF FOOD TECHNOLOGISTS	0	F	EE	9000	4700
STITUTE/ACCOUNTING & STATISTICAL ASSOC	0	E	DD	3000	2500
STRUMENT SOCIETY OF AMER	0	D	EE	16000	4000
SURANCE/ACCOUNTING & STATISTICAL ASSOC	0	E	AA	3000	2000
T'L ASSOC. OF ELECTR. INSP.	0	C	AA	0	0
TELCOM (HORIZON HOUSE)	10	E	FF	12000	5000
TERNATIONAL AIRPORT EQUIPMENT SHOW	0	A	FF	10000	2325
TERNATIONAL ASSOC AMUSEMENT PARK & ATTRACTI	0	E	EE	3000	2000
TERNATIONAL ASSOC OF CLOTHING DESIGNERS	0	C	CC	2000	1000
TERNATIONAL ASSOC OF FIRE CHIEFS	0	D	DD	6000	2500
TERNATIONAL ASSOC OF FOOD PROCESSORS	0	E	FF	8300	2700
TERNATIONAL ASSOC/ASSESSING OFFICERS	0	E	AA	4000	1500
TERNATIONAL ASSOC/CHIEF OF POLICE	0	F	EE	6000	2200
TERNATIONAL BROTHERHOOD OF TEAMSTERS	0	E	AA	7500	4000
TERNATIONAL CHEMICAL EXPOSITION	0	C	FF	30000	4000
TERNATIONAL CITY MANAGEMENT ASSOC	0	E	AA	4000	2100

Identified Boston Market

	INTERNATIONAL COMMUNICATIONS ASSOC	0	A	DD	6000	3600
7	INTERNATIONAL CONF/X-RAY OPTICS/MICROANALYSIS	0	E	CC	2500	1200
8	INTERNATIONAL CONFERENCE OF GP MEDICINE	0	E	BB	2500	1800
	INTERNATIONAL CONFERENCE OF RURAL MEDICINE	0	D	EE	2000	1000
0	INTERNATIONAL CONFERENCE/CELL BIOLOGY	0	E	BB	4000	2100
1	INTERNATIONAL CONGRESS FOR PLANT PROTECTION	0	E	AA	3800	2150
	INTERNATIONAL CONGRESS OF CHEMOTHERAPY	25	E	CC	7000	3500
3	INTERNATIONAL CONGRESS OF MED INSTRUMENTATION	0	A	CC	0	0
4	INTERNATIONAL CONGRESS OF MICROBIOLOGY	0	E	CC	10000	3000
	INTERNATIONAL CONGRESS OF OCULAR TRAUMA	0	C	DD	0	0
6	INTERNATIONAL COUNCIL/SHOPPING CENTERS	0	D	CC	2000	1500
7	INTERNATIONAL ELECTRICAL VEHICLE EXPO & CONF	0	C	FF	10000	2500
	INTERNATIONAL FOUNDATION OF EMPLOYEE BENEFIT	0	F	AA	12000	0
9	INTERNATIONAL ORDER OF RAINBOW FOR GIRLS	0	E	AA	5000	1600
0	INTERNATIONAL PHOTO OPTICAL SHOW	0	F	EE	8500	5000
	INTERNATIONAL POLLUTION ENGINEERS EXPO & CONF	0	E	FF	10000	2000
2	INTERNATIONAL PSYCHOANALYTICAL ASSOC	0	D	AA	18000	2000
3	INTERNATIONAL READING ASSOC	0	F	DD	14000	6000
	INTERNATIONAL SANITARY SUPPLY ASSOC	3	F	DD	7000	3500
5	INTERNATIONAL SOCIETY OF HYBRID MICROELECTRON	4	B	BB	1500	1000
6	INTERNATIONAL TRACKING SHOW	0	A	FF	3000	1700
	INTERNATIONAL YOGA CONFERENCE	0	E	AA	2500	300
8	INTERNATIONAL YOUTH CONF CHURCH OF GOD	0	E	AA	5800	1700
9	INTL AIR COND. HEATING & REFRIG. EXPO	0		EE	0	0
	INTL FOUNDATION OF EMPLOYEE BENEFIT PLANS	0	F	AA	12000	5000
1	INTL UNION OF PURE & APPLIED PHYSICS	0	D	AA	1200	615
2	JOB SHOP CAPAB. & CUST. COMPS. SHOW	0	C	CC	1000	200
	KIWANIS	0	F	AA	13000	6000
4	KNITTING ARTS EXHIBIT	0	B	FF	15000	5000
5	LEAGUE OF WOMEN VOTERS	0	E	AA	2400	1200
	LEGAL ORDER OF MOOSE	0	F	AA	8000	3000
7	LIONS INTERNATIONAL	0	F	AA	15000	5000
8	LUTHERAN CHURCH IN AMERICA	0	E	AA	2500	1000
	MANUFACTURING/HOUSING INSTITUTE	0	C	FF	3000	2000
0	MASON CONTRACTORS ASSOC OF AMER	0	A	DD	0	0
1	MASS STATE DEMOCRATIC CONVENTION	0		EE	0	0
	MATERIAL HANDLING INSTITUTE (REGIONAL)	0	B	DD	3500	800
3	MENSWEAR RETAILERS OF AMER	0	D	FF	10000	3500
4	MIDDLESEX COUNTY TEACHERS ASSOC	0	E	AA	4000	0
	MILLION DOLLAR ROUND TABLE	0	E	AA	4000	2500
6	MODERN LANGUAGE ASSOC OF AMER	50	F	CC	10000	5000
7	MORTGAGE BANKERS ASSOC OF AMER	0	E	AA	4850	3300
	MOTOR EQUIPMENT MANUFACTURING ASSOC	9	E	FF	4500	1800
9	MUNICIPAL FINANCE OFFICERS ASSOC	0	E	AA	3000	1350
0	MUSIC EDUCATORS NATIONAL CONFERENCE	0	F	DD	10000	5000
	N A A C P	0	E	CC	8000	3000
2	N.E. CONF/TEACHING FOREIGN LANGUAGE	0	E	CC	2500	1000
3	NATIONAL ASSN. OF WATCH &CLOCK COL.	2	C	DD	1500	600
	NATIONAL ASSOC BROADCASTERS	14	F	EE	12000	7000
5	NATIONAL ASSOC FOR EDUCATION OF THE YOUNG	0	E	CC	6000	3000
6	NATIONAL ASSOC OF COUNTIES	0	E	DD	4000	2650
	NATIONAL ASSOC OF HOUSE BUILDERS	0	D	GG	50000	0
8	NATIONAL ASSOC OF INDEPENDENT SCHOOLS	0	E	CC	3500	1100
9	NATIONAL ASSOC OF LETTER CARRIERS	0	I	AA	7000	3700
	NATIONAL ASSOC OF LIFE UNDERWRITERS	0	E	AA	4500	3200

Identified Boston Market

ATIONAL ASSOC OF MEDICAL RECORD LIBRARIANS	0	E	CC	1800	900
ATIONAL ASSOC OF MUSIC MERCHANTS	0	C	FF	14000	3700
ATIONAL ASSOC OF MUTUAL SAVINGS BANKS	0	D	CC	1500	1000
ATIONAL ASSOC OF PHOTOGRAPHERS	0	A	DD	0	0
ATIONAL ASSOC OF PUBLIC SCHOOL ADULT EDUC	0	C	BB	2000	1200
ATIONAL ASSOC OF WATCH & CLOCK COLLECTORS	0	B	DD	2500	600
ATIONAL ASSOC. OF BI-LIN. EDUC.	25	E	CC	2500	1900
ATIONAL ASSOC. OF CORROSION ENG.	9	A	CC	4000	2500
ATIONAL ASSOC. OF RETAIL DRUGGISTS	0	E	CC	3500	1500
ATIONAL ASSOC. PLUMB. HEAT.& COOL.	0	B	EE	0	0
ATIONAL ASSOC/BEDDING MANUFACTURERS	1	E	DD	2500	1300
ATIONAL ASSOC/BLACK SOCIAL WORKERS	0	E	BB	2500	1300
ATIONAL ASSOC/CABLE T.V.	0	E	FF	7000	3500
ATIONAL ASSOC/COLLEGE ADMISSIONS COUNSELORS	0	E	DD	2000	1200
ATIONAL ASSOC/COLLEGE STORES	0	E	DD	3000	1700
ATIONAL ASSOC/DISTRICT CONSERVATION	0	E	AA	2500	1300
ATIONAL ASSOC/ELECTRICAL DISTRIBUTORS	0	E	DD	4000	3500
ATIONAL ASSOC/ELEMENTARY SCHOOL PRINCIPLES	20	E	DD	9040	4040
ATIONAL ASSOC/FOOD EQUIPMENT MANUFACTURERS	3	F	FF	14000	6000
ATIONAL ASSOC/HSG & REDEVELOPMENT OFFICIALS	0	D	EE	3000	1500
ATIONAL ASSOC/INDEPENDENT SCHOOLS	0	E	CC	2500	1200
ATIONAL ASSOC/SECONDARY SCHOOL PRINCIPLES	25	F	CC	12000	6000
ATIONAL ASSOC/SPECIALTY FOOD TRADE	2	D	DD	7500	2700
ATIONAL ASSOC/TOBACCO DISTRIBUTORS	0	F	EE	5000	2300
ATIONAL AUDIO VISUAL ASSOC	20	F	EE	6000	3000
ATIONAL AUTO DEALERS ASSOC	33	F	EE	12000	6000
ATIONAL AUTOMATIC MERCHANDISING ASSOC	10	D	EE	2000	1000
ATIONAL BUSI. AIRCRAFT ASSOC INC.	0	D	GG	0	0
ATIONAL CANDY WHOLESALERS ASSOC	0	E	DD	5000	1600
ATIONAL CANNERS ASSOC	0	F	FF	10000	3500
ATIONAL CATHOLIC EDUCATION ASSOC	0	F	DD	12000	4500
ATIONAL CATHOLIC LITURGICAL WEEK	0		EE	0	0
ATIONAL COLL FAIR INTL ASSOC OF COLL ADMIN	0	C	DD	5000	600
ATIONAL COLLEGIATE ATHLETIC ASSOC	0	F	AA	1000	600
ATIONAL CONCRETE & AGGREGATE SHOW	0	F	EE	20000	5000
ATIONAL CONCRETE MASONRY ASSOC	0	E	CC	3500	2650
ATIONAL CONFECTIONERS ASSOC	0	C	AA	600	350
ATIONAL CONFER. OF STATE LEGIS.O	0	E	AA	4500	2800
ATIONAL CONFERENCE ON SOCIAL WELFARE	0	E	DD	2500	1700
ATIONAL COUNCIL FOR THE SOCIAL STUDIES	0	E	CC	4500	2000
ATIONAL COUNCIL OF TEACHERS OF ENGLISH	0	E	GG	4500	3000
ATIONAL COUNCIL TEACHERS OF MATHEMATICS	0	E	DD	5500	3500
ATIONAL DECORATING PRODUCTS	3	F	FF	8000	3000
ATIONAL EDUCATION ASSOC	30	F	EE	12000	6400
ATIONAL ELECTRICAL CONTRACTORS ASSOC INC.	0	E	FF	7000	4000
ATIONAL ENTERTAINMENT CONFERENCE	0	E	DD	3000	1600
ATIONAL FED BUSINESS & PROFESSIONAL WOMENS C	0	E	AA	4000	2000
ATIONAL FERTILIZER SOLUTIONS ASSOC	6	D	EE	3000	1800
ATIONAL FIRE PROTECTION ASSOC	0	D	DD	5000	2000
ATIONAL FOOD BROKERS ASSOC	0	E	CC	12000	6000
ATIONAL FUNERAL DIRECTORS ASSOC	0	F	EE	7000	3000
ATIONAL GUARD ASSOC/U.S.	0	E	AA	5000	2500
ATIONAL HAIRDRESSERS & COSMETOLOGISTS ASSOC	0	E	DD	5000	1500
ATIONAL HARDWARE SHOW	0	D	DD	0	0
ATIONAL HOME CENTER - HOME IMP. CONG	0	E	FF	7000	5000

Identified Boston Market

16	NATIONAL LEAGUE FOR NURSING	0	F	EE	5500	3500
17	NATIONAL LEAGUE OF CITIES	0	F	DD	5500	4000
18	NATIONAL LP GAS ASSOC	0	E	CC	3200	1600
19	NATIONAL MEDICAL ASSOC	0	E	CC	3500	1750
20	NATIONAL MICROFILM ASSOC	0	E	FF	9000	4500
21	NATIONAL MICROGRAPHIC ASSOC	20	A	EE	7500	4000
22	NATIONAL MICROPHOTOGRAPHERS INTERNATIONAL	13	E	FF	7500	2625
23	NATIONAL MISSIONARY CONVENTION/CHURCH OF CHRI	0	E	CC	3000	500
24	NATIONAL NEWSPAPER ASSN.	0	B	AA	1500	700
25	NATIONAL NUTRITIONAL FOOD ASSOC	0	D	CC	3000	1600
26	NATIONAL OFFICE EDUCATIONAL ASSOC	0	E	BB	4000	2500
27	NATIONAL OFFICE PRODUCTS ASSOC	3	C	FF	12000	1500
28	NATIONAL OIL JOBBERS COUNCIL	0	E	EE	3200	2500
29	NATIONAL PAINT AND COATING ASSOC	0	D	DD	5000	3300
30	NATIONAL PEST CONTROL ASSOC	0	E	CC	2000	1100
31	NATIONAL PETROLEUM REFINERS ASSOC	0	E	AA	2200	1800
32	NATIONAL PLANT ENGINEERS & MAINT. SHOW	0	D	GG	25000	4200
33	NATIONAL PLASTIC EXPO	0	F	HH	50000	0
34	NATIONAL POSTAL FORUM	0	E	BB	3500	2000
35	NATIONAL PRINTING EQUIPMENT SHOW	0	C	FF	7000	6000
36	NATIONAL RECREATIONAL AND PARK ASSOC	15	E	DD	7500	3000
37	NATIONAL REHABILITATION ASSOC	0	E	AA	2800	1400
38	NATIONAL RIFLE ASSOC	0	E	AA	1500	1000
39	NATIONAL RIGHT TO LIVE	0	E	AA	5000	1100
40	NATIONAL ROOFING CONTRACTORS	0	E	CC	2250	1500
41	NATIONAL RURAL ELECTRIC COOP ASSOC	0	E	DD	12000	6000
42	NATIONAL SAND AND GRAVEL ASSOC	0	B	FF	20000	7200
43	NATIONAL SANITARY SUPPLY ASSOC	0	D	FF	7000	3500
44	NATIONAL SASH & DOOR JOBBERS ASSOC.	0	C	CC	1500	1000
45	NATIONAL SCHOLASTIC PRESS ASSOC & JOURNALISM	0	E	AA	3500	1000
46	NATIONAL SCHOOL BOARD ASSOC	15	F	FF	16500	8130
47	NATIONAL SCIENCE TEACHERS ASSOC	0	E	DD	7000	2300
48	NATIONAL SOFT DRINK ASSOC	20	E	FF	8719	4151
49	NATIONAL SOLID WASTE MANAGEMENT ASSOC	10	E	FF	5000	2200
50	NATIONAL SPORTING GOODS ASSOC	0	C	GG	41700	6000
51	NATIONAL STREET ROD ASSOC	0	A	EE	6500	2500
52	NATIONAL STUDENT NURSES ASSOC	0	E	CC	3000	1700
53	NATIONAL SUNDAY SCHOOL ASSOC	0	C	DD	0	0
54	NATIONAL SWIMMING POOL INSTITUTE	5	E	EE	8752	4861
55	NATIONAL TIRE DEALERS	10	E	FF	9671	3990
56	NATIONAL URBAN LEAGUE	0	E	CC	4000	2700
57	NATIONAL UTILITY CONTRACTORS ASSOC	0	E	DD	2000	850
58	NATIONAL WATER WELL ASSOC	0	E	DD	3000	2000
59	NATL MISSIONARY CONV/CHURCH OF CHRIST	0	E	CC	3000	500
60	NATL. ASSOC OF PLUMB.HTNG&COOLING CONTR.	0	D	EE	0	0
61	NEPCON NEW ENG PRINTED CIRCUITS SHOW	0	C	DD	0	0
62	NEW ENGLAND BUSINESS EQUIPMENT EXPO	0	C	DD	0	0
63	NEW ENGLAND ENG CONF & TOOL EXPO	0	B	DD	4500	700
64	NEW ENGLAND FAM AMP ASSOC	0	C	EE	0	0
65	NEW ENGLAND FLOOR COVERING SHOW	0		EE	0	0
66	NEW ENGLAND FULL SERVICE BEAUTY SUPPLY	0	C	CC	3000	400
67	NEW ENGLAND HOSPITAL ASSEMBLY	0	D	DD	15000	1600
68	NEW ENGLAND HOTEL & RESTAURANT SHOW	0	B	DD	7500	800
69	NEW ENGLAND INDUSTRIAL SHOW	0	B	CC	3500	500
70	NEW ENGLAND INTERNATIONAL AUTO SHOW	0	A	EE	0	200

Identified Boston Market

IEW ENGLAND KINDERGARTEN CONFERENCE	0	A	CC	0	0
IEW ENGLAND MANUFACTURING SERVICES	0	B	CC	3000	300
IEW ENGLAND PRINTING MACHINERY SHOW	0	C	CC	4000	800
IEW ENGLAND TYPOGRAPHIC EXPO	0	A	CC	400	100
IORTH AMERICAN CHRISTIAN CONF	0	F	CC	4000	2000
IORTHEAST PERS.& BUS. COMP. SHOW	0	C	DD	35000	0
IORTHEASTERN RETAIL LUMBERMANS ASSOC	0	C	EE	10000	2500
)FF-SHORE TECHNOLOGY CONFERENCE	0	E	DD	15000	3000
)FFICE EDUCATION ASSOC	0	E	AA	4500	2000
)PPORTUNITIES INDUSTRIALIZATION CNTS OF AMER	0	E	BB	2500	1000
)PTICAL SOCIETY OF AMERICA	0	D	AA	1200	900
)PTICIANS ASSOC OF AMERICA	0	D	CC	1100	500
)PTIMISTS INTERNATIONAL	0	E	AA	2500	1200
)RDER OF AHEPA	0	E	AA	3500	1100
)RDER OF WHITE SHRINE OF JER	0	F	AA	7000	3000
ACKAGING MACHINERY MERCHANDISE INSTITUTE	0	A	FF	25000	6000
EO SISTERHOOD	0	E	DD	0	0
ETROLEUM EQUIPMENT INSTITUTE	0	A	DD	2100	950
HOTO MKTING ASSOC. INT'L	0	E	GG	0	0
IGGLY WIGGLY CORP STORE OPEN CONF	0	D	DD	1200	950
LANT ENGINEERS & MAINTENANCE SHOW	0	D	FF	25000	4200
OTATO CHIP INSTITUTE INTERNATIONAL	0	B	CC	1800	900
OULTRY AND EGG INSTITUTE	21	E	EE	5000	2500
OWER TRANMISSION DESIGN & HYDRAULICS	0	D	FF	14000	2500
RODUCE MARKETING ASSOC INC.	0	D	AA	1000	1200
ROFESSIONAL PHOTOGRAPHERS OF AMERICA	0	E	CC	6000	2000
ROFESSIONAL PICTURE FRAMES ASSOC	0	E	CC	3000	1400
UANTUUM ELECTRONICS IEEE	3	C	BB	1600	600
ADIOLOGY SOCIETY OF NORTH AMERICA	30	F	FF	14000	6000
ESERVE OFFICERS ASSOC	0	E	AA	3000	1000
ISK OF INSURANCE MANAGEMENT SOCIETY	0	E	AA	3000	2100
OTARY INTERNATIONAL	0	F	AA	9000	4000
EMICONDUCTOR EQUIP & MTRL INST SEMICON	0	B	DD	6000	700
IXTH SYMPOSIUM ON UNDERWATER PHYSIOLOGY	0	E	EE	20000	7000
OCIETY FOR NEUROSCIENCE	0	E	BB	5000	2500
OCIETY OF AMERICAN FORRESTERS	0	E	AA	2300	1500
OCIETY OF AUTOMOTIVE ENGINEERS	0	E	DD	4500	1800
OCIETY OF PLASTIC ENGINEERS	0	E	CC	2500	1500
OCIETY OF THORACIC SURGEONS	0	E	CC	2600	1200
OCIETY PRSRV & ENCRGMNT BRBRSHOP QUARTET SNG	0	E	AA	11000	4000
OCIETY/CHARTERED PROP. & CASUALTY UNDERWRITE	0	E	AA	2400	1800
OCIETY/MANUFACTURERS/ENGINEERS	10	F	FF	25000	3000
OCIETY/NUCLEAR MEDICINE	10	D	EE	8000	4000
OLAR ENERGY INDUSTRIES ASSOC	0	D	DD	1500	400
OUTHERN BAPTIST CONVENTION	0	F	EE	25000	7200
PECIALTY ADVERTISING ASSOC	0	D	EE	5000	2600
PECIALTY EQUIPMENT MANUFACTURING ASSOC	0	E	FF	12000	1700
WEET ADELINES INC.	0	E	AA	2500	1500
ENNIS INDUSTRIES BUYING SHOW	2	D	FF	6693	1110
RAVEL IND. TRADE SHOW	0	A	DD	3000	0
RIPLE ENGINEERING SHOW & CONF	20	C	DD	11000	7600
RUCK & BODY & EQUIP CONVENTION EXPOSITION	0	E	DD	5000	850
RUCK & BODY & EQUIPMENT ASSOC	6	B	HH	2400	1050
.S. INDEPENDENT TELEPHONE ASSOC	0	D	AA	3000	1600
.S. INDUSTRIAL TELEVISION ASSOC	0	E	BB	2500	1200

Identified Boston Market

496	U.S. JAYCEES	0	F	AA	12000	5500
497	U.S. LEAGUE OF SAVINGS ASSOC	11	E	DD	9500	4925
498	UNITED FRESH FRUIT & VEGETABLES ASSOC	0	E	BB	3000	1600
499	UNITED METHODIST CHURCH	0	F	AA	8000	4000
500	UNITED PENTECOSTAL COUNCIL	2		DD	20000	2317
501	UNITED PRESBYTARIAN CHURCH IN THE U.S. OF AME	0	E	DD	4000	2000
502	UNIVERSITY OF AMERICAN HEBREW CONGREGATION	0	E	AA	3000	1400
503	V F W	0	E	AA	20000	4000
504	WATER POLLUTION CONTROL FEDERATION	20	E	EE	10000	6000
505	WINE AND SPIRITS WHOLESALERS OF AMER	0	E	AA	3000	1700
506	WIRE ASSOC.	0	E	FF	4000	1500
507	WOMENS REFORMED CHURCH IN AMERICA	0	D	DD	1014	604
508	WORLD EDUCATIONAL LAUNDERING & CLEANING	2		EE	8300	2700
509	WORLD OF CONCRETE EXPOSITION	0	E	DD	3000	2100
510	Y M C A	0	E	AA	2500	1400
511	YANKEE DENTAL CONFERENCE	0	B	CC	7000	900

BOSTON REDEVELOPMENT AUTHORITY

SAMPLE MARKET DEMAND SURVEY QUESTIONNAIRE

GROUP A - 40 INTERVIEWS

1. What are the primary reasons why you have or have not booked your organizations meetings in Boston?

2. What are your current space requirements?

   - Exhibition Space: gross square feet or net square feet or number of booths
   - Meeting Rooms: number of; largest room needed (how many people?)
   - Auditorium*
   - Arena* (e.g., with 14.500 seat)
   - Hotel Rooms (number of)
   - Parking Spaces (number of)
   - Retail Shopping (yes or no - important)

3. What do you see as your space requirements in 1990?

   - Exhibition Space
   - Meeting Rooms
   - Auditorium
   - Arena
   - Hotel Rooms
   - Parking
   - Retail Shopping

4. If your future needs require additional exhibit space than is currently available at Hynes (80,000 net square feet); would two levels be acceptable? (if no, why?)

5. Would an exhibit floor one level above ground level be acceptable? (Note: assuming adequate loading facilities).

6. Concerning Hynes, what do you feel are its primary:

   a) strengths

   b) weaknesses

*An arena can serve as an auditorium but an auditorium cannot serve as an arena.

7. Would you require hotels to be within walking distance of the convention facility?

8. Would it be acceptable to have the exhibition space in a different part of Boston than the auditorium and/or arena?

9. What is your general concept of site scheduling (e.g., 10 year rotating cycle, etc.)?

10. How often does your organization hold its meetings?

    - annually
    - bi-annually
    - other

11. In what month do you normally conduct your meetings?

12. Assuming a match between your space needs and Boston's facilities, how would you rate the likelihood that you would utilize an improved facility?

    - Definitely
    - Probably
    - Possibly
    - Not likely (if chosen, why?)

13. How often do you think you would utilize the Boston facility? (Note: as related to question #12)

14. Do you think you will be utilizing the under construction or proposed new convention centers in the northeast?

    - NYC
    - Washington, DC
    - Montreal

-- How might the new facilities on the east coast effect your likelihood of coming to Boston?

BOSTON REDEVELOPMENT AUTHORITY

Preliminary Survey Tabulation

Market Demand Survey - Questionnaire Responses
Group A - 40 Interviews

1. What are the primary reasons why you have (or have not) booked your organizations' meetings in Boston?

- Strong local chapter	5
- Positive Industry location	4
- Overall appeal of the city	5
- Facilities are acceptable	6
- Accessible (airport)	3
- Largest metropolitan area (regional appeal)	6
- Invitation	1
- No specific reason	10
	40

2.&3. What are your current and future (1990) exhibition space requirements?

	Current	1990
- 0 - 4,999 sq. feet	3	3
- 5,000 - 9,999 sq. feet	-	-
- 10,000 - 24,999 sq. feet	15	7
- 25,000 - 49,999 sq. feet	6	5
- 50,000 - 79,999 sq. feet	7	3
- 80,000 - 99,999 sq. feet	1	1
- 100,000 - 149,999 sq. feet	2	2
- 150,000 - 199,999 sq. feet	2	2
- 200,000 - 299,999 sq. feet	-	-
- 300,000 or more sq. feet	-	1
- No guess	-	12
- No response	4	4
	40	40

2.&3. What are your current and future (1990) meeting room requirements?

o Number of meeting rooms:

	Current	1990
- 0 - 20	27	16
- 21 - 40	6	9
- 41 - 60	2	1
- 61 - 80	-	-
- 81 or more	2	2
- No response	3	12
	40	40

o Capacity of largest meeting room:

Note: When a meeting room capacity requirement was over 1,000 people, the need was deemed to be for an auditorium or an arena (see next question tabulation).

	Current	1990
- 0 - 250 persons	6	6
- 251 - 500 persons	5	4
- 501 - 1,000 persons	3	2
- No response	6	9
	20	21

2.&3. What are your current and future (1990) auditorium/arena capacity requirements?

Note: Meeting room capacity requirements over 1,000 persons were included in the below tabulation. Certain organizations require an auditorium/arena in addition to a specified largest meeting room capacity and therefore the number of responses to this question and the above question do not total to 40.

	Current	1990
- 1,000 - 2,500 persons	17	14
- 2,501 - 5,000 persons	4	4
- 5,001 - 7,500 persons	1	2
	22	20

2.&3. What are your current and future (1990) hotel room requirements?

	Current	1990
- 0 - 1,000 rooms	13	6
- 1,001 - 2,000 rooms	17	13
- 2,001 - 3,000 rooms	3	5
- 3,001 - 3,200 rooms	1	2
- 3,201 - 4,000 rooms	2	1
- 4,001 - 5,000 rooms	-	1
- No response	4	12
	40	40

2.&3. What are your current and future (1990) parking space requirements?

	Current	1990
- Not important	16	16
- Less than 1,000	12	12
- 1,001 - 2,500	2	2
- 2,501 - 5,000	1	1
- No response	9	9
	40	40

2.&3. What are your current and future (1990) retail shopping requirements?

	Current	1990
- Not required	21	21
- Not required but nice to have	5	5
- Preferred	10	10
- Required	3	3
- No response	1	1
	40	40

4. If your future needs require more exhibition space than is currently available at Hynes (80,000 net square feet), would two levels be acceptable?

- 2 levels acceptable	14
- 2 levels not desirable	5
- 2 levels not acceptable	14
- No response	7
	40

5. Would an exhibit floor one level above ground level be acceptable? (Note: assuming adequate loading facilities.)

- Yes	31
- No	4
- No response	5
	40

6. Concerning Hynes, what do you feel are it's primary: (a) strengths and (b) weaknesses?

Note: Some organizations stated more than one strength and/or weakness, therefore the responses do not total 40.

o Strengths:

- Connected to hotel	7
- Loading	2
- Air conditioning	2
- Auditorium	2
- Accessibility	1
- Location	2
- Lighting	1
- Traffic flow and/or crowd management	1
- Support Services	2
- Food Service	1
- Overall favorable	2
	23

o Weaknesses:

- Desired time not available	2
- Parking	3
- Plumbing and/or electricity	2
- Too small	4
- Inaccessible	2
- Too expensive	4
- Poor management	1
- Lack of P.R. of facilities	1
- Not enough hotel rooms	1
- Undesirable meeting rooms	2
- Security	1
- Elevators	1
- Banquet facilities	1
	25

o No response: 16

7. Would you require hotels to be within walking distance of the convention facility?

- Yes	30
- Preferred	5
- No	3
- No response	2
	40

8. Would it be acceptable to have the exhibition space in a different part of Boston than the auditorium and/or arena?

- Yes	12
- Not acceptable	23
- No response	5
	40

9. What is your general concept of site scheduling (e.g., 10 year rotating cycle, etc.)?

- None	12
- 1 year	3
- 2 years	1
- 3 years	5
- 4 years	5
- 5 years	8
- 6 years	1
- 7 years	1
- 10 years	1
- Other	2
- No response	1
	40

10. How often does your organization hold its meetings?

- Annually	31
- Bi-annually	3
- Semi-annually	2
- Other	2
- No response	2
	40

11. In what month do you normally conduct your meetings?

Note: Since some organizations hold their meetings more than once a year, the total responses do not total 40.

Varied	5
January	1
February	3
March	1
April	4
May	5
June	3
July	1
August	6
September	2
October	5
November	5
December	-
No response	2

12. Assuming a match between your space needs and Boston's facilities, how would you rate the likelihood that you would utilize an improved facility?

- Definitely
- Probably
- Possibly
- Not likely (if chosen, why)

13. How often do you think you would utilize the Boston facility? (Note: as related to question #12.)

Note: Questions #12 and #13 were tabulated in a matrix format to better understand the responses.

	Definitely	Probably	Possibly	Not Likely	Total
- Annual	2	1	-	-	3
- 1 x 2 years	-	1	-	-	1
- 1 x 3 years	-	-	1	-	1
- 1 x 5 years	4	-	-	1	5
- 1 x 6 years	-	-	1	-	1
- 1 x 7 years	1	-	1	-	2
- 1 x 8 years	-	1	1	-	2
- 1 x 10 years	3	4	2	-	9
- Other		2	1	10	13
- Total	10	9	7	11	37

- No response: 3

14. Do you think you will be utilizing the under construction or proposed new convention centers in the northeast?

- New York City
- Washington, DC
- Montreal

-- How might the new facilities on the east coast effect your likelihood of coming to Boston?

- Yes, likely	20
- Probably likely	1
- Possibly likely	4
- Not likely	15
	40

BOSTON REDEVELOPMENT AUTHORITY

Market Demand Survey - Questionnaire Responses
Group B - 80 Interviews

1. What are the primary reasons why you have not booked your organizations' meetings in Boston?

- Overall facilities too small/unsatisfactory	19
- Not enough hotel rooms	12
- Not enough exhibition space	9
- Only go to specific states or regions	7
- Not enough meeting rooms	3
- High cost	2
- Only go to industry related cities	2
- Not invited	2
- Caterer not good	1
- No response	17

Note: Several respondants cited more than one reason, so totals do not equal 80. Also, 17 respondants stated that they were coming or were planning to come to Boston in the future and they assumed some expansion of facilities. The favorable ambiance of Boston (historic, cultural, tourism, etc.) was cited most as a favorable reason.

2.&3. What are your current and future (1990) exhibition space requirements?

	Current	1990
- 0 - 4,999 sq. feet	1	1
- 5,000 - 9,999 sq. feet	4	-
- 10,000 - 24,999 sq. feet	9	10
- 25,000 - 49,999 sq. feet	10	7
- 50,000 - 79,999 sq. feet	20	9
- 80,000 - 99,999 sq. feet	4	5
- 100,000 - 149,999 sq. feet	15	9
- 150,000 - 199,999 sq. feet	3	10
- 200,000 - 249,999 sq. feet	3	3
- 250,000 - 299,999 sq. feet	2	1
- 300,000 or more sq. feet	3	6
- No guess	-	12
- No response	6	6
	80	80

2.&3. What are your current and future (1990) meeting room requirements?

o Number of meeting rooms:

	Current	1990
- 0 - 20	33	26
- 21 - 40	21	26
- 41 - 60	3	6
- 61 - 80	2	1
- 81 or more	4	4
- No response	17	17
	80	80

o Capacity of largest meeting room:

Note: When a meeting room capacity requirement was over 1,000 people, the need was deemed to be for an auditorium or an arena (see next question tabulation).

	Current	1990
- 0 - 250 persons	16	13
- 251 - 500 persons	11	9
- 501 - 1,000 persons	4	6
- No response	10	15
	41	43

2.&3. What are your current and future (1990) auditorium/arena capacity requirements?

Note: Meeting room capacity requirements over 1,000 persons were included in the below tabulation. Certain organizations require an auditorium/arena in addition to a specified largest meeting room capacity and therefore the number of responses to this question and the above question do not total to 80.

	Current	1990
- 1,000 - 2,500 persons	29	23
- 2,501 - 5,000 persons	19	18
- 5,001 - 7,500 persons	4	5
- Arena sized facility	11	12
	63	58

2.&3. What are your current and future (1990) hotel room requirements?

	Current	1990
0 - 1,000	6	3
1,001 - 2,000	13	9
2,001 - 3,000	16	9
3,001 - 3,200*	1	8
3,201 - 4,000	5	
4,001 - 5,000	10	6
5,001 - 6,000	9	5
6,001 - 7,000	6	5
7,001 - 8,000	2	6
8,001+	8	10
no projection	-	15
no response	5	6
	80	80

*Boston's current committable room inventory

2.&3. What are your current and future (1990) parking space requirements?

	Current	1990
Not important	52	52
Less than 1000	2	1
1,000 - 2,500	5	5
2,501 - 5,000	2	2
5,000+	2	2
Important consideration, but no idea of the number of spaces needed	10	10
No response	7	8
	80	80

2.&3. What are your current and future (1990) retail shopping requirements?

	Current	1990
- Not required	47	47
- Not required but nice to have	2	2
- Preferred	25	25
- Required	1	1
- No response	5	5
	80	80

4. If your future needs require more exhibition space than is currently available at Hynes (80,000 net square feet), would two levels be acceptable?

- 2 levels acceptable	21
- 2 levels not desirable	8
- 2 levels not acceptable	40
- No response	11
	80

5. Would an exhibit floor one level above ground level be acceptable? (Note: assuming adequate loading facilities.)

- Yes	56
- No	19
- No response	5
	80

6. Concerning Hynes, what do you feel are it's primary: (a) strengths and (b) weaknesses?

Note: Some organizations stated more than one strength and/or weakness, therefore the responses do not total 80.

o Strengths:

- Connected to hotel	6
- Auditorium	1
- Accessibility	1
- Location	1
- Lighting	1
- Traffic flow and/or crowd management	1
- Support Services	1
- Overall favorable	2
- Exhibition space	1
- Convenient Boston location	2
- Size	2
- Meeting Rooms	1

o Weaknesses:

- Old condition	2
- Plumbing and/or electricity	2
- Too small	3
- Too expensive - pricing structure	2
- Poor management	1
- Not enough hotel rooms	2
- Undesirable meeting rooms	4
- Banquet facilities	1
- Exhibition space (lack of single level)	3
- Union requirements	4
- Support Services	4

o No response: 53

7. Would you require hotels to be within walking distance of the convention facility?

- Yes	48
- Preferred	5
- No	23
- No response	4
	80

8. Would it be acceptable to have the exhibition space in a different part of Boston than the auditorium and/or arena?

- Yes	11
- Not acceptable	51
- No response	18
	80

9. What is your general concept of site scheduling (e.g., 10 year rotating cycle, etc.)?

- None	1
- 1 year	4
- 2 years	5
- 3 years	9
- 4 years	7
- 5 years	8
- 6 years	2
- 7 years	2
- 8 years	2
- 10 years	3
- Other	33
- No response	4
	80

10. How often does your organization hold its meetings?

- Annually	67
- Bi-annually	7
- Semi-annually	1
- Other	1
- No response	4
	80

11. In what month do you normally conduct your meetings?

Note: Since some organizations hold their meetings more than once a year, the total responses do not total 80.

Varied	5
January	6
February	3
March	4
April	7
May	10
June	9
July	4
August	2
September	6
October	16
November	3
December	2
No response	3
	80

12. Assuming a match between your space needs and Boston's facilities, how would you rate the likelihood that you would utilize an improved facility?

- Definitely
- Probably
- Possibly
- Not likely (if chosen, why)

13. How often do you think you would utilize the Boston facility? (Note: as related to question #12.)

Note: Questions #12 and #13 were tabulated in a matrix format to better understand the responses.

	Definitely	Probably	Possibly	Not Likely	Total
- 1 x 3 years	-	1	1	-	2
- 1 x 4 years	2	3	-	-	5
- 1 x 5 years	-	3	4	-	7
- 1 x 7 years	2	-	-	-	2
- 1 x 8 years	1	1	-	-	2
- 1 x 10 years	-	2	1	1	4
- Other	4	6	11	26	47
- Total	9	16	17	27	69
- No response:	11				

14. Do you think you will be utilizing the under construction or proposed new convention centers in the northeast?

- New York City
- Washington, DC
- Montreal

— How might the new facilities on the east coast effect your likelihood of coming to Boston?

- Yes, likely	41
- Probably likely	7
- Possibly likely	27
- Not likely	5
	80

BOSTON REDEVELOPMENT AUTHORITY

Survey Cross Tabulations

Market Demand Study
Exhibition Space Requirements
(120 respondents)

	# Respondents	Cumulative % of Market
0 NSF	6	6
1-79,999 NSF	55	59
80,000 - 149,999 NSF	21	79
150,000 - 199,999 NSF	11	89
200,000 - 249,999 NSF	3	92
250,000 +	8	100
Total	104	

No Response: 16

BOSTON REDEVELOPMENT AUTHORITY

Survey Cross Tabulations

Exhibition Space Requirements - Likelihood of Coming to Boston

		Likelihood of Coming to Boston				
Exhibition Space Requirements	Total	Definite	Probable	Possible	Not Likely	No Respon
0 square feet	6	-	2	2	2	-
1 - 79,999	55	10	16	14	13	2
80,000 - 149,999	21	7	3	4	6	1
150,000 - 199,999	11	1	2	3	5	-
200,000 - 249,999	3	-	-	1	2	-
250,000 +	8	-	3	-	4	1
No Response	16	2	2	1	6	5
Total	120	20	28	25	38	9

BOSTON REDEVELOPMENT AUTHORITY

Survey Cross Tabulations

Market Demand Study
Bi-Level Acceptability
(Respondents requiring 150,000 NSF or less of exhibition space - 82/120)

Exhibition Space Requirements	Total	Bi-Level Acceptability			
		Acceptable	Not Desirable	Not Acceptable	No Response
1 - 79,999 NSF	59	24	8	19	8
80,000 - 149,999 VSF	20	5	-	15	-
Total	79	29	8	34	8

BOSTON REDEVELOPMENT AUTHORITY

Survey Cross Tabulations

Correlation of Number of Meeting Rooms and Exhibition Space

Exhibition	Total	# Meeting Rooms 0-20	21-40	41-60	61-80	81+	NIR
0 Square Feet	6	4	1	-	-	-	1
1 - 79,999	55	26	13	4	3	2	7
80,000 - 149,999	21	8	4	2	-	2	5
150,000 - 199,999	11	5	3	1	-	1	1
200,000 - 249,999	3	2	1	-	-	-	-
250,000 +	8	1	4	1	-	1	1
No Response	16	4	1	1	-	-	10
Total	120	50	27	9	3	6	25

BOSTON REDEVELOPMENT AUTHORITY

Survey Cross Tabulations

Hotel Room Requirements - Likelihood of Coming to Boston
(Respondents requiring 150,000 NSF or less of exhibition space - 79/120

Hotel Room Requirements	Total	Likelihood of Coming to Boston: Definite		Probable		Possible		Not Likely	
		#	%	#	%	#	%	#	%
Up to 5,000	61	14	82%	18	86%	14	70%	15	71%
5,001 to 7,500	14	3	18	2	10	4	20	5	24
7,500+	4	-	0	1	4	2	10	1	5
Total	79	17	100%	21	100%	20	100%	21	100%

BOSTON REDEVELOPMENT AUTHORITY

Survey Cross Tabulations

Market Demand Study

Likelihood of Coming to Boston - Hotel Walking Distance

Likelihood of Coming to Boston	Requirement of hotels within walking dista			
	Yes	Preferred	No	Total
0-79,999 NSF of Exhibition Space				
- Definite	10	--	--	10
- Probable	12	5	1	18
- Possible	12	2	2	16
- NL	12	1	2	15
Sub-total	46	8	5	59
80,000 - 149,999 NSF Exhibition Space				
- Definite	3	2	2	7
- Probable	2	1	--	3
- Possible	1	1	2	4
- NL	3	1	2	6
Sub-total	9	5	6	20
Total	55	13	11	79

BOSTON REDEVELOPMENT AUTHORITY

Survey Cross Tabulations

Market Demand Study

Likelihood of Coming to Boston - Bi-level Acceptability

Likelihood of Coming to Boston	Bi-level Acceptability: Acceptable	Not Desirable	Not Acceptable	No Response	Total
0 - 79,999 NSF of Ex.					
- Definite	5	1	4	--	10
- Probable	11	4	1	2	18
- Possibly	3	3	10	--	16
- NL	5	--	4	6	15
Sub-total	24	8	19	8	59
80,000 - 149,999					
- Definite	3	--	4	--	7
- Probable	2	--	1	--	3
- Possibly	--	--	4	--	4
- NL	--	--	6	--	6
Sub-total	5	--	15	--	20
Total	29	8	34	8	79

BOSTON REDEVELOPMENT AUTHORITY

Market Capture Rate Calculations

Option Ib - Capture Rate
(Hynes as is; Current Capture Rate is 5.9% = 30/511)

- 120 of total market estimate of 593 would utilize Hynes as it currently is.

- Annual estimate of usage = 120 ÷ 4.24 frequency cycle, or 30 events per year.

- Capture rate = 30 ÷ 593, or 5.0%.

BOSTON REDEVELOPMENT AUTHORITY

Market Capture Rate Calculations

Option IIa Capture Rate
(Hynes Refurbished with 80,000 NSF of Exhibition Space on Two Levels)

- Number or respondents requiring 5,000 or less hotel rooms:

Liklihood of Coming to Boston	Bi-Level Acceptable	C.L.	Bi-Level Not Desirable	C.L.	Bi-Level Not Acceptable	C.L.	Bi-Level No Response	
Definite	34	@ 100%	--	N.A.	34	@ 60%	--	
Probably	88	@ 75%	27	@ 66%	9	@ 40%	18	@
Possibly	9	@ 50%	26	@ 33%	69	@ 10%	--	
Not Likely	26	@ 10%	--	N.A.	26	@ 0%	53	@

- Number of respondents requiring 5,001-7,500 hotel rooms:

Liklihood of Coming to Boston	Bi-Level Acceptable	C.L.	Bi-Level Not Desirable	C.L.	Bi-Level Not Acceptable	C.L.	Bi-Level No Response
Definite	9	@ 80%	9	@ 50%	--	N.A.	--
Probably	9	@ 50%	9	@ 40%	--	N.A.	--
Possibly	9	@ 25%	--	N.A.	17	@ 5%	--
Not Likely	9	@ 0%	--	N.A.	9	@ 0%	--

- Number of respondents requiring 7,501 or more hotel rooms:

Liklihood of Coming to Boston	Bi-Level Acceptable	C.L.	Bi-Level Not Desirable	C.L.	Bi-Level Not Acceptable	C.L.	Bi-Level No Response
Definite	--	N.A.	--	N.A.	--	N.A.	--
Probably	--	N.A.	--	N.A.	--	N.A.	--
Possibly	9	@ 10%	--	N.A.	--	N.A.	--
Not Likely	9	@ 0%	--	N.A.	--	N.A.	--

TOTAL WEIGHTED AVERAGE

Definite	66.1
Probable	107.4
Possible	24.1
Not Likely	5.3
	202.9

CAPTURE RATE

- 203 of total market estimated of 593 would utilize an improved expanded facility.
- Annual estimate of usage = 203 ÷ 4.24 frequency cycle, or 48 events per year.
- Capture rate = 48 ÷ 593, or 8.1%.

BOSTON REDEVELOPMENT AUTHORITY

Market Capture Rate Calculations

Options IIb and IIc - Capture Rate
(Hynes Refurbished with 80,000 NSF of Exhibition Space on One Level)

Response to Question 12	Number of Respondents Requiring 5000 or Less Hotel Rooms		Confidence Level	Number of Respondents Requiring 5000-7500 Hotel Rooms		Confidence Level	Number of Respondents Requiring 7501 or More Hotel Rooms		Confidence Level	Total Weighted Average
Definite	70	@	100%	15	@	80%	-		-	82
Probable	137	@	75%	16	@	50%	6	@	33%	112.8
Possible	97	@	50%	27	@	25%	14	@	10%	56.7
Not Likely	94	@	10%	32	@	0%	6	@	0%	9.4
										260.9

Capture Rate

- 261 of total market estimate of 593 would utilize an improved but not expanded facility
- Annual estimate of usage = 261 ÷ 4.24 frequency cycle, or 62 events per year
- Capture rate = 62 ÷ 593, or 10.3%

BOSTON REDEVELOPMENT AUTHORITY

Market Capture Rate Calculations

Option IIIa - Capture Rate
(Hynes Refurbished with 150,000 NSF of Exhibition Space on Two Levels

OTE: The total potential market calculated for Scenario III plus the market calculated bel
equals the Scenario IV market.

- Number of respondents requiring 5,000 or less hotel rooms:

Liklihood of oming to Boston	Bi-Level Acceptable	C.L.	Bi-Level Not Desirable	C.L.	Bi-Level Not Acceptable	C.L.	Bi-Level No Response
efinite	9	@ 100%	--	N.A.	9	@ 60%	--
robably	6	@ 75%	--	N.A.	--	N.A.	--
ossibly	--	N.A.	--	N.A.	6	@ 10%	--
ot Likely	--	N.A.	--	N.A.	9	@ 0%	--

- Number of respondents requiring 5,001-7,500 hotel rooms:

Liklihood of oming to Boston	Bi-Level Acceptable	C.L.	Bi-Level Not Desirable	C.L.	Bi-Level Not Acceptable	C.L.	Bi-Level No Response
efinite	--	N.A.	--	N.A.	3	@ 40%	--
robably	--	N.A.	--	N.A.	--	N.A.	--
ossibly	--	N.A.	--	N.A.	3	@ 5%	--
ot Likely	--	N.A.	--	N.A.	9	@ 0%	--

- Number of respondents requiring 7,501 or more hotel rooms:

Liklihood of oming to Boston	Bi-Level Acceptable	C.L.	Bi-Level Not Desirable	C.L.	Bi-Level Not Acceptable	C.L.	Bi-Level No Response
efinite	--	N.A.	--	N.A.	--	N.A.	--
robably	--	N.A.	--	N.A.	3	@ 10%	--
ossibly	--	N.A.	--	N.A.	3	@ 0%	--
ot Likely	--	N.A.	--	N.A.	--	N.A.	--

OTAL WEIGHTED AVERAGE

efinite	15.6
robable	4.8
ossible	0.75
ot Likely	--
	21.15
Scenario III Market) +	262.00
	283.15

- 283 of total market estimates of 593 would utilize an improved expanded facility.
- Annual estimate of usage = 283 ÷ 4.24, frequency cycle, or 67 events per year.
- Capture rate = 67 ÷ 593, or 11.3%.

BOSTON REDEVELOPMENT AUTHORITY

Market Capture Rate Calculations

Option IIIb - Capture Rate
(Hynes Refurbished with 150,000 NSF of Exhibition Space on One Level)

Response to Question 12	Number of Respondents Requiring 5000 or Less Hotel Rooms		Confidence Level	Number of Respondents Requiring 5000-7500 Hotel Rooms		Confidence Level	Number of Respondents Requiring 7501 or More Hotel Rooms		Confidence Level	Total Weighted Average
Definite	87	@	100%	19	@	80%	-		-	102.2
Probable	144	@	75%	17	@	50%	7	@	33%	118.8
Possible	105	@	50%	30	@	25%	15	@	10%	61.5
Not Likely	106	@	10%	36	@	0%	8	@	0%	10.6
										293.1

Capture Rate

- 293 of total market estimate of 593 would utilize an improved expanded facility
- Annual estimate of usage = 293 ÷ 4.24 frequency cycle, or 69 events per year
- Capture rate = 69 ÷ 593, or 11.6%

BOSTON REDEVELOPMENT AUTHORITY

Market Capture Rate Methodology

1. Identified the number of survey respondents in the following categories: 0 - 79,999 NSF Exhibition space
   80,000 - 149,999 NSF Exhibition space

2. Classified these respondents by their likelihood of coming to Boston.

3. Determined the percentage of each category by their likelihood of coming to Boston (Question #12).

4. Refined and updated the identified Boston market data base to determine number of organizations in each of the same NSF exhibition space categories determined for the survey respondents in Step 1.

5. Projected total market growth to 1990 using an annual compound growth rate of 1.9% (see Attachment F-2 following).

6. Applied the survey percentages to the identified Boston market figures by size category and likelihood of coming to Boston.

7. Determined the percentage of survey respondents in each likelihood of coming to Boston category by hotel room requirements.

8. Applied the survey percentages to the estimate of the identified Boston market to obtain estimate of potential market correlated with likelihood of coming to Boston and by hotel room requirements.

9. Assigned confidence levels based on likelihood of coming to Boston and hotel room requirements and where applicable, bi-level acceptability

10. Calculated a weighted average estimate of the identified Boston market that would utilize an improved facility.

11. Calculated a weighted average of the responses to the site scheduling question (Question #9) to obtain the frequency of use giving an estimated frequency of use of an improved Boston facility of once every 4.24 years (see Attachment G following).

12. Derived the number of organizations that would utilize an improved facility each year by dividing the total number of organizations that would utilize an improved facility by the weighted average frequency of use.

BOSTON REDEVELOPMENT AUTHORITY

Data Base Conversion to 1990

Exhibition Space Requirements	Current Market	1990 Market*
0-79,999 NSF	447	530
80-149,999 NSF	53	63
150,000-249,000 NSF	9	11
250,000 NSF or more	2	2
Total	511	606

* @ 1.9% compounded annually.

BOSTON REDEVELOPMENT AUTHORITY

Calculation of Frequency of Use
(Survey Question #9)

Scheduling Cycle (years)	Number of Responses	Weighted Average Years
1	7	.10
2	6	.18
3	14	.63
4	12	.72
5	16	1.19
6	3	.27
7	3	.31
8	2	.24
10	4	.60
No Response/No Set Cycle	53	-
Weighted Average Frequency of Use		4.24 years

Source: PMM&Co. Survey

ATTACHMENT H

BOSTON REDEVELOPMENT AUTHORITY

Revenue Assumptions (1980 Dollars)

- Rental fees are paid only for "event" days - not set up or take down days.

- Conventions and trade shows average 6 days duration:

  - 2 set up days
  - 3 event days
  - 1 take down day

- Gate shows vary in duration, but of the total time allocated to gate shows, they average 50% event days and 50% set up and take down days.

- Maximum rental rates are set by statute. Rents for scenarios with larger facilities are based on current rates applied to larger proportions of rentable space.

- Gate shows pay the maximum rate, conventions negotiate rates.

- Concession revenues are estimated at 25% of rental revenue, based on historic trends established at Hynes Auditorium.

- Revenue estimates for the following scenarios are in current dollars, but based on the estimated future (1990) market.

- Meeting room rental is included as part of floor or hall rental.

BOSTON REDEVELOPMENT AUTHORITY

Option Ib Revenues (1980 Dollars)

This schedule has been prepared on the basis of the information and assumptions set forth in Attachment H. The achievement of any financial projection may be affected by fluctuating economic conditions and is dependent upon the occurrence of other future events which cannot be assured. Therefore, the actual results achieved may vary from the projections, and such variation could be material.

A. Conventions - Trade Shows

30 conventions x 3 event days = 90 paid days

Assume: 10 use entire building @ $4,500

15 use 2nd floor Hall @ $1,200

5 use 1st floor @ $3,000

Total estimated Convention - Trade Show revenue = $234,000

B. Gate Shows

Total gate show days = 150

Times 50% = 75 paid days

Assume: 38 days used entire building @ $5,000

37 days used 1st floor @ $4,500

Total estimated gate show revenue = $356,000

C. Total estimated rental revenue = $590,000

D. Estimated concession revenue @ 25.0% of rental revenue = $148,000

E. Total estimated revenue - Scenario I = $738,000

BOSTON REDEVELOPMENT AUTHORITY

Option IIa Revenues (1980 Dollars)

This schedule has been prepared on the basis of the information and assumptions set forth in Attachment H. The achievement of any financial projection may be affected by fluctuating economic conditions and is dependent upon the occurrence of other future events which cannot be assured. Therefore, the actual results achieved may vary from the projections, and such variation could be material.

A. Conventions - Trade Shows

Capture rate of 8.1% x 1990 market = 48 functions

48 functions x 3 event days = 144 paid days

Assume: 16 use entire building @ $4,500

20 use 2nd floor hall @ $1,200

12 use 1st floor @ $3,000

Total estimated Convention - Trade Show revenue = $395,000

B. Gate show revenue estimate is the same as for Scenario I = $356,000

C. Total estimated rental income = $752,000

D. Estimated concession revenue @ 25% of rental revenue = $188,000

E. Total estimated revenue - Scenario II = $940,000

BOSTON REDEVELOPMENT AUTHORITY

Option IIb Revenues (1980 Dollars)

This schedule has been prepared on the basis of the information and assumptions set forth in Attachment H. The achievement of any financial projection may be affected by fluctuating economic conditions and is dependent upon the occurrence of other future events which cannot be assured. Therefore, the actual results achieved may vary from the projections, and such variation could be material.

A. Conventions - Trade Shows

Capture rate of 10.3% x 1990 market = 62 functions

62 functions x 3 event days = 186 paid days

Assume: 21 use entire building @ $4,500

41 use 40,000 NSF or less @ $2,250

Total estimated Convention - Trade Show revenue = $560,000

B. Gate Shows

Total gate show days available, assuming 50% "doubling up" of conventions and trade shows = 50

Times 50% = 25 paid days

Assume full building utilization @ maximum rate of $5,000 = $125,000

C. Total estimated rental revenue = $685,000

D. Estimated concession revenue @ 25% of rental revenue = $171,000

E. Total estimated revenue - Scenario III = $856,000

BOSTON REDEVELOPMENT AUTHORITY

Option IIc Revenues (1980 Dollars)

This schedule has been prepared on the basis of the information and assumptions set forth in Attachment H. The achievement of any financial projection may be affected by fluctuating economic conditions and is dependent upon the occurrence of other future events which cannot be assured. Therefore, the actual results achieved may vary from the projections, and such variation could be material.

NOTE: REVENUE ASSUMPTIONS ARE THE SAME AS THOSE STATED IN ATTACHMENT H.

A. Conventions - Trade Shows

Capture rate of 10.3 x 1990 market = 62 functions

62 functions x 3 event days = 186 paid days

Assume: 21 use entire building @ $6,200

26 use 2nd floor hall @ $1,200

15 use 1st floor @ $4,500

Total estimatec Convention - Trade Show revenue = $ 680,000

B. Gate Shows

Total gate show days available, assuming all can be accommodated on the 1st floor with no "doubling up" = 149

Times 50% = 74 paid days

Assume all use 1st floor @ $5,000

Total estimated gate show revenue = $ 370,000

C. Total estimated rental revenue = $1,050,000

D. Estimated concession revenue @ 25% of rental revenue = $ 262,500

E. Total estimated revenue - Recommended Scenario = $1,312,000

BOSTON REDEVELOPMENT AUTHORITY

Option IIIa Revenues (1980 Dollars)

This schedule has been prepared on the basis of the information and assumptions set forth in Attachment H. The achievement of any financial projection may be affected by fluctuating economic conditions and is dependent upon the occurrence of other future events which cannot be assured. Therefore, the actual results achieved may vary from the projections, and such variation could be material.

A. Conventions - Trade Shows

Capture rate of 11.3% x 1990 market = 67 functions

Assume: 5 additional function (15 paid days) will utilize entire building @ $9,000/day (current rate x 2 for double the rentable space)

Plus Scenario III convention revenue = $695,000

B. Gate Shows

Total gate show days available, assuming 50% "doubling up" of conventions and trade shows = 20

Times 50% = 10 paid days

Assume full utilization of building @ $10,000 (current rate x 2 for double the rentable space) = $100,000

C. Total estimated rental revenue = $795,000

D. Estimated concession revenue @ 25% of rental revenue = $199,000

E. Total estimated revenue - Scenario IV = $994,000

BOSTON REDEVELOPMENT AUTHORITY

Option IIIb Revenues (1980 Dollars)

This schedule has been prepared on the basis of the information and assumptions set forth in Attachment H. The achievement of any financial projection may be affected by fluctuating economic conditions and is dependent upon the occurrence of other future events which cannot be assured. Therefore, the actual results achieved may vary from the projections, and such variation could be material.

A. Conventions - Trade Shows

Capture rate of 11.6% x 1990 market = 69 functions

69 functions x 3 event days = 207 paid days

Assume: 2 additional functions will utilize entire building @ $9,000

Plus Scenario IV convention revenue = $749,000

B. Gate Shows

No gate show days available

C. Total estimated rental income = $749,000

D. Estimated concession revenue @ 25% of rental revenue = $187,000

E. Total estimated revenue - Scenario V = $936,000

BOSTON REDEVELOPMENT AUTHORITY

Cost Assumptions (1980 Dollars)

- **Personnel costs**
  - 1979-80 actual cost increased by 5% for Option Ib
  - 2 staff added for Options IIa and IIb @ $15,000 each
  - 4 staff added for Options IIIa and IIIb @ $15,000 each
  - no other changes in staffing methodology
- **Communications**
  - 1979-80 actual cost increased by 6.7% for Option Ib
  - 50% increase for Options IIa and IIb
  - 150% increase for Options IIIa and IIIb
- **Heat, Light & Power**
  - 1979-80 actual cost increased by 10% for Option Ib
  - 50% increase then 20% efficiency discount for Options IIa and IIb
  - 150% increase then 20% efficiency discount for Options IIIa and IIIb
- **Repairs**
  - 1979-80 actual cost increased by 10% for Option Ib
  - 25% increase for Options IIa and IIb
  - 100% increase for Options IIIa and IIIb
- **Miscellaneous Contracts**
  - 1979-80 actual cost increased by 10% for Option Ib
  - eliminated by renovation efficiencies for all other options
- **Supplies & Other**
  - 1979-80 actual cost increased by 20% for Option Ib
  - 50% increase for Options IIa and IIb
  - 150% increase for Options IIIa and IIIb

BOSTON REDEVELOPMENT AUTHORITY

Cost Assumptions - Option IIc (1980 Dollars)

- o Personnel costs - 3 additional staff. 1 @ $25,000 and 2 @ $15,000 added to Option Ib base fiture.
  - no other changes in staffing methodology
- o Communications - 75% increase added to Option Ib base figure.
- o Heat, Light & Power - 100% increase, then a 20% efficiency discount applies to Option Ib base figure.
- o Repairs - 50% increase added to Option Ib base figure.
- o Miscellaneous Contracts - Assumed to be eliminated by renovation efficiencies.
- o Supplies & Other - 100% increase added to Option Ib base figure.

BOSTON REDEVELOPMENT AUTHORITY

Estimated Operating Costs In 1980 Dollars (000's) - Options Ib, IIa, IIb, IIIa and IIIb

This schedule has been prepared on the basis of the information and assumptions set forth in Attachment J. The achievement of any financial projection may be affected by fluctuating economic conditions and is dependent upon the occurrence of other future events which cannot be assured. Therefore, the actual results achieved may vary from the projections, and such variation could be material.

	Actual 1979-80	Option Ib	Options IIa +IIb	Options IIIa + IIIb
A. Personnel	$210	$220	$250	$ 280
B. Operations and Maintenance:				
Communications	7.5	8	12	20
Heat, Light, Power	477	525	630	1,050
Repairs	33	36	45	72
Miscellaneous Contracts	106	116	-	-
Supplies	13	16	24	40
Other*	4	5	8	13
Total Operations and Maintenance	640.5	706	719	1,195
C. Total	$850.5	$926	$969	$1,475

* Transportation, furniture and current charges.

BOSTON REDEVELOPMENT AUTHORITY

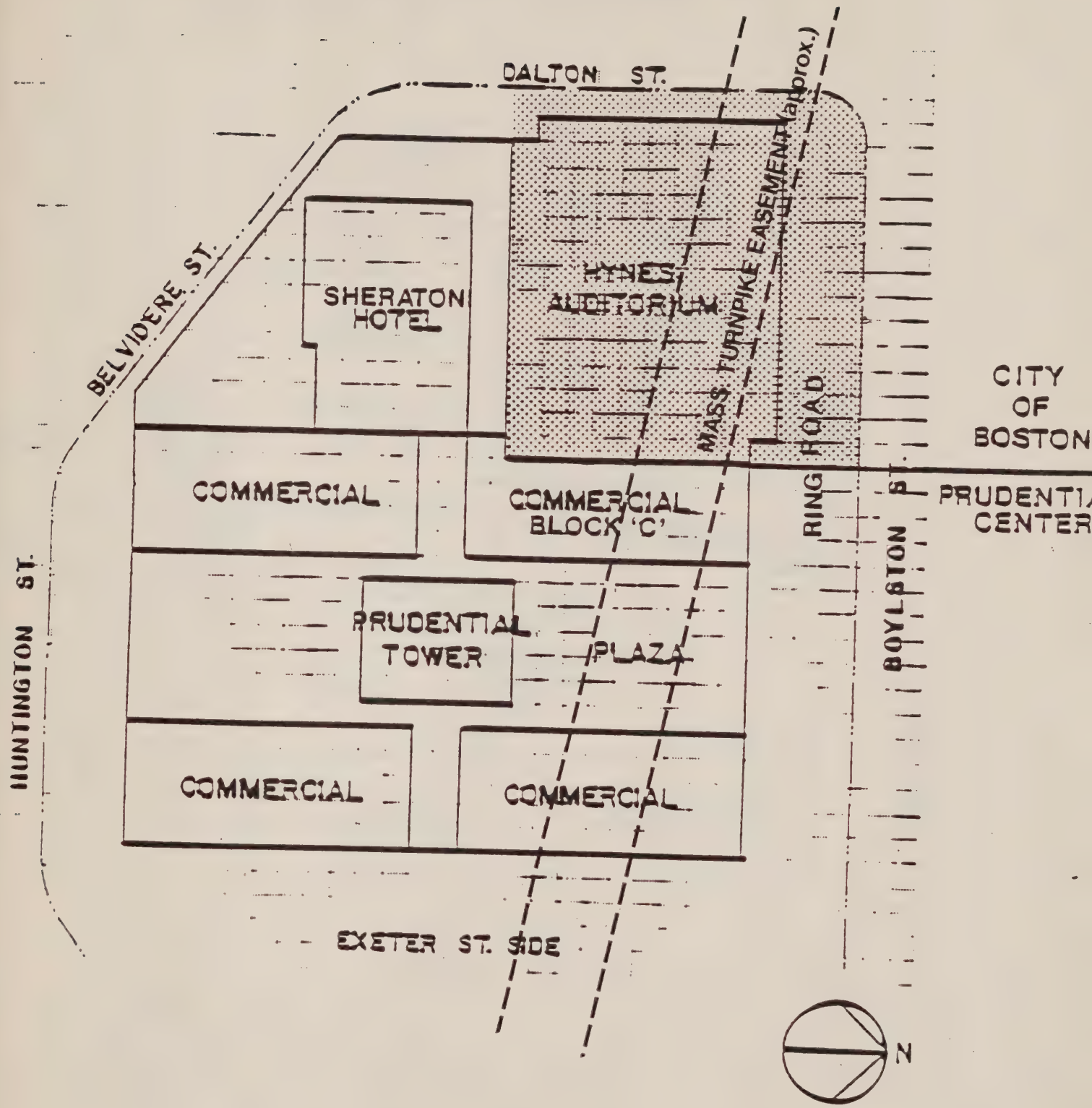
Estimated Operating Costs In 1980 Dollars (000's) - Option IIc

This schedule has been prepared on the basis of the information and assumptions set forth in Attachment J. The achievement of any financial projection may be affected by fluctuating economic conditions and is dependent upon the occurrence of other future events which cannot be assured. Therefore, the actual results achieved may vary from the projections, and such variation could be material.

A.	Personnel	$ 275
B.	Operations and Maintenance:	
	Communications	14
	Heat, Light, Power	840
	Repairs	54
	Miscellaneous Contracts	-
	Supplies	32
	Other*	10
	Total Operations and Maintenance	950
C.	Total	$1,225

*Transportation

OWNERSHIP



PRUDENTIAL / HYNES AUDITORIUM

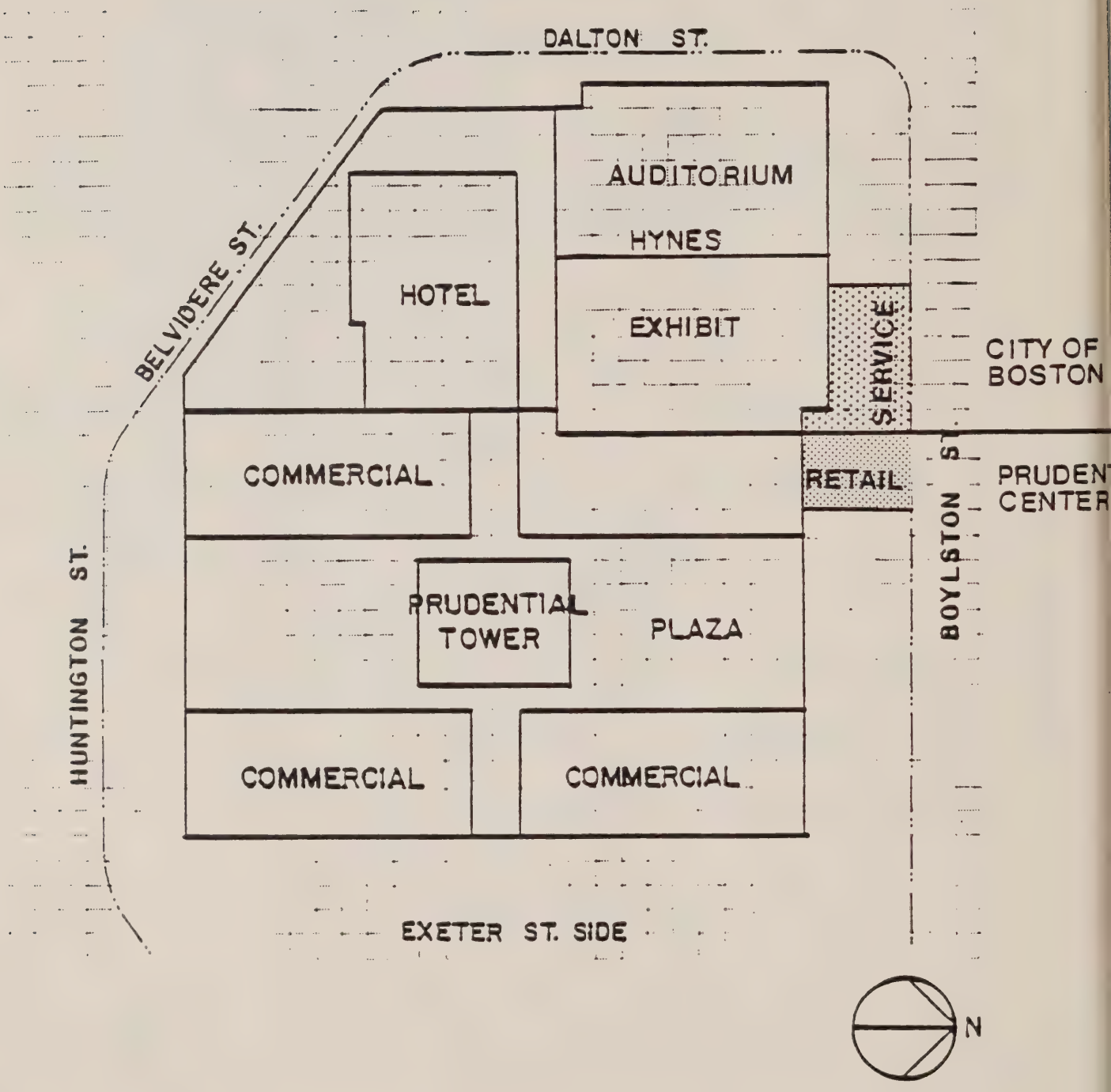
EXISTING CONDITIONS

BASE MAP

200'

BOSTON REDEVELOPMENT AUTHORITY

MEETING ROOM ADDITION

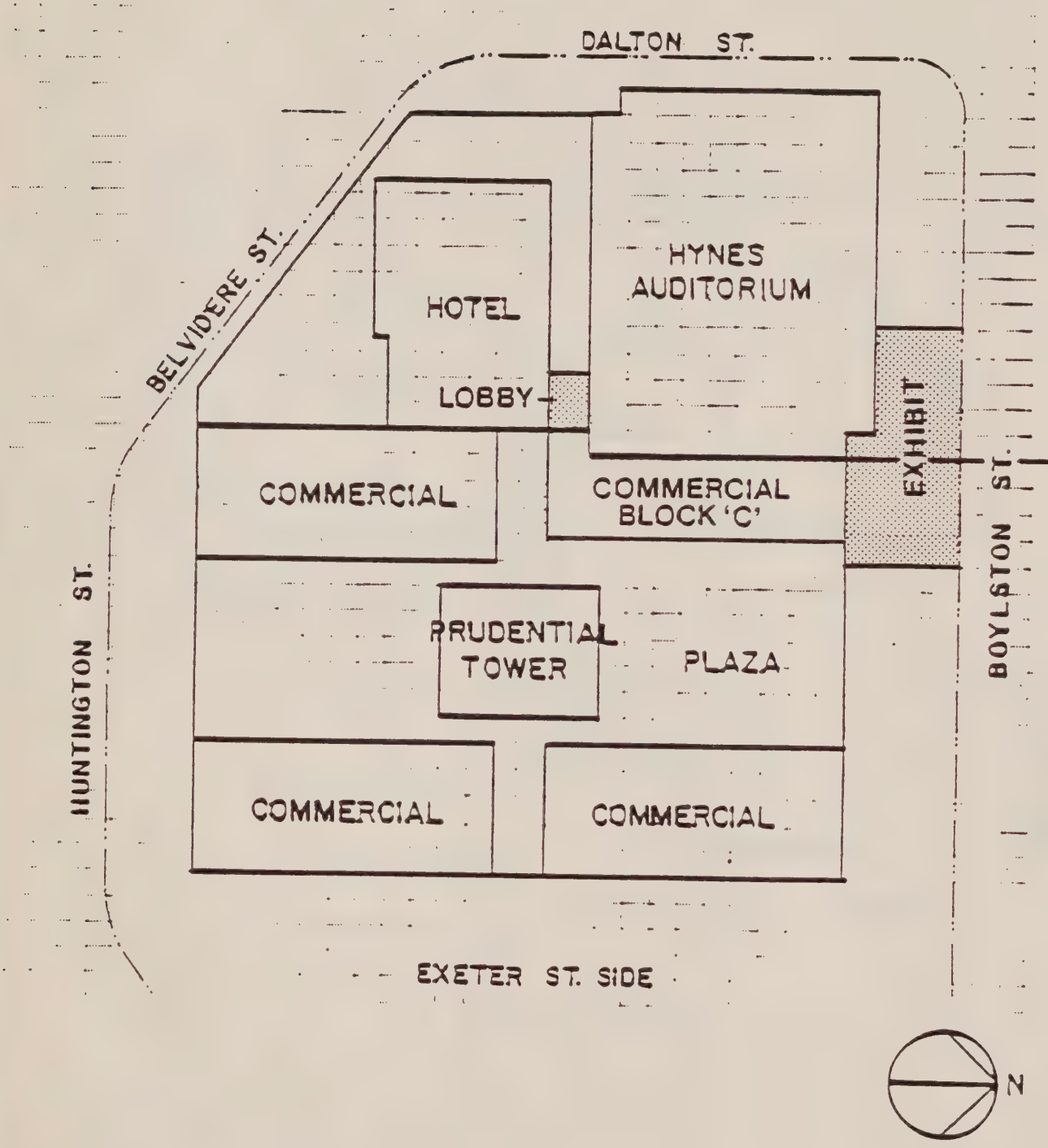


PRUDENTIAL / HYNES AUDITORIUM

GRADE LEVEL EXPANSION

1" = 200'

MEETING ROOM ADDITION

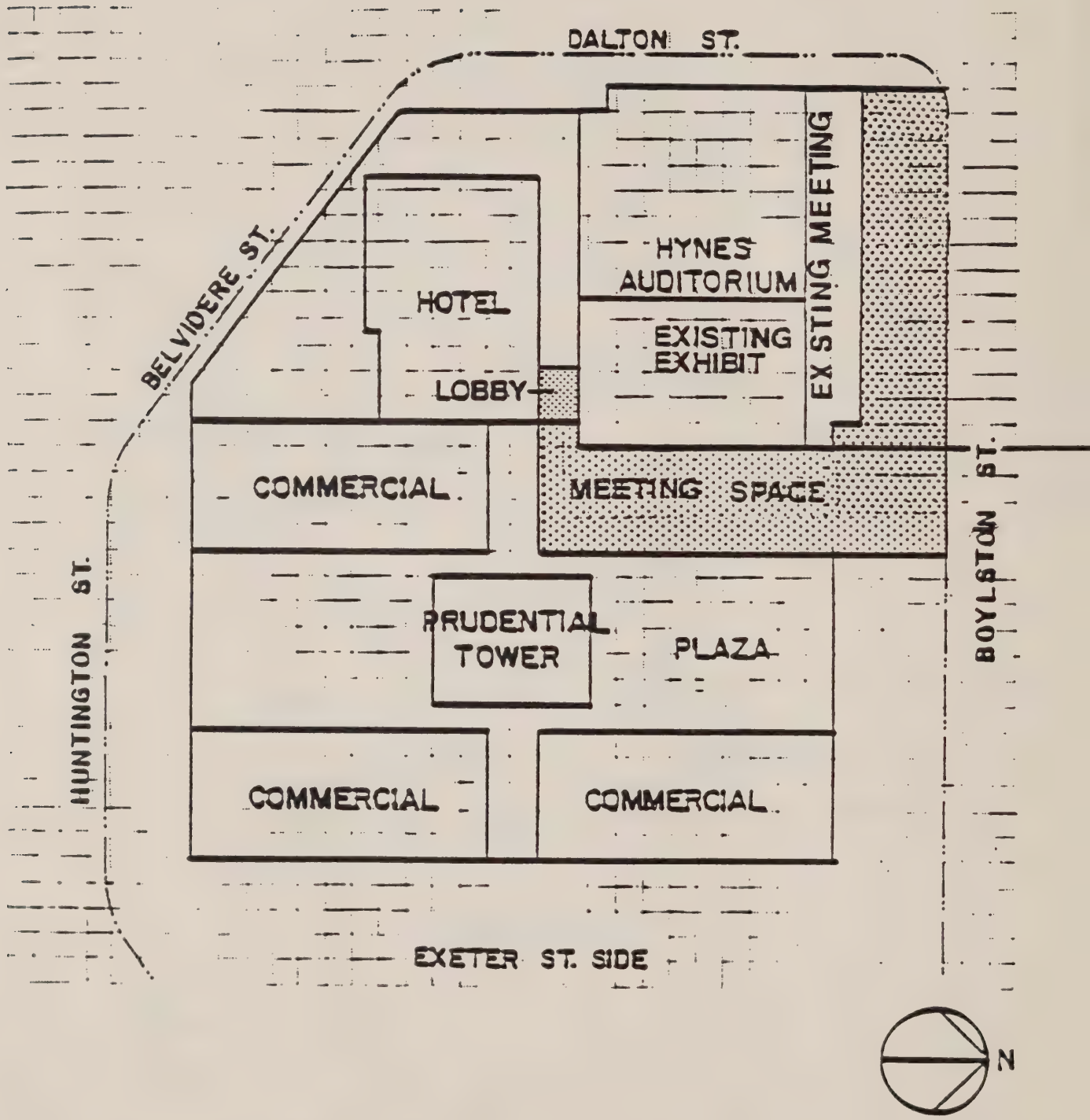


PRUDENTIAL / HYNES AUDITORIUM

PLAZA LEVEL EXPANSION

1" = 200'

MEETING ROOM ADDITION



PRUDENTIAL / HYNES AUDITORIUM

SECOND LEVEL EXPANSION

1" = 200'

ATTACHMENT M

BOSTON REDEVELOPMENT AUTHORITY

SPACE PROGRAM

HYNES EXPANSION: MEETING ROOM ADDITION

el/Use	Square Feet of Space					
	Existing		Proposed		Total	
	Net	Gross	Net	Gross	Net	Gross
king	-	-	240 spaces		240 spaces	
de Level: rvice/Office	36,000	72,000	12,500	25,000	43,550	87,500
za Level						
nibit	45,000	90,000	15,075	30,150	60,075	120,150
bby	6,750	13,500	3,600	7,200	10,350	20,700
ond Level:						
nibit	30,000	60,000	-	-	30,000	60,000
eting	12,000	18,000	52,866	80,100	64,866	98,100
al	129,750	253,500	84,041	142,450	213,791	395,950

BOSTON REDEVELOPMENT AUTHORITY

CONSTRUCTION COST

HYNES EXPANSION: MEETING ROOM ADDITION

nstruction Costs

	Construction Cost/ Sq. Ft. (Gross)	Total $ Cost
Parking	3 levels/86 spaces each level $10,000/space x 240 spaces	2,400,000
Grade Level		2,125,000
Plaza Level City:	9,900 s.f. x $85 = 841,500 15,100 s.f. x $85 = 1,283,500	3,980,750
	17,550 s.f. x $ 85 = $1,487,750 1,800 s.f. x $175 = $ 315,000 19,350 s.f.	
Pru: (Pru lobby)	10,800 s.f. x $85 = $ 918,000 7,200 s.f. x $175 = $ 1,260,000	
Second Level City	13,500 s.f. x $175 = $2,362,500 25,200 s.f. x $ 85 = $2,142,000 38,700 s.f.	8,023,500
Pru:	37,800 s.f. x $ 85 = $3,213,000 3,600 s.f. x $ 85 = $ 306,000 41,400 s.f.	
Sub Total		16,529,250
Hynes Renovation Sub Total		7,000,000 23,529,250
	10% Contingency	2,300,000
	Total	$ 25,829,250 - $30,000,000*

*$30 million BRA/PFD construction cost estimate includes additional monies to cover higher construction costs ($110/sq.ft. versus $85/sq.ft.) as well as fees.

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